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THE MONTHLY MAGAZINE OF THE NATIONAL RESTAURANT ASSOCIATION VOL. 7 NO. 7 AUGUST 1987

RESTAURANTS USA

UPSCALE CARRYOUT

ASSOCIATION MEETINGS

SEMINARS

Basic Foodservice Courses

Dining Room Management
8/13 Annapolis, MD
9/9 Mystic, CT
9/14 Baltimore, MD
9/21 Colorado Springs, CO
9/23 Albuquerque, NM

Increasing Sales: Effective Front-of-the-House Management
8/24 New Orleans, LA
8/26 Kansas City, MO
9/21 Grand Rapids, MI
9/23 Milwaukee, WI
10/12 Portland, OR

Kitchen Management
8/20 Oklahoma City, OK
8/24 Orlando, FL
9/10 Covington, KY
9/14 Eugene, OR
9/28 Columbia, SC

Tools for Training
9/9 Des Moines, IA
9/10 Rosemont, IL
9/21 Minneapolis, MN
9/22 Indianapolis, IN

Food Production Courses

Perfecting Your Culinary Skills
9/15 Atlantic City, NJ
10/19 Cromwell, CT

Simplified Baking Workshop
8/24 Portland, OR
8/26 Seattle, WA
9/16 Greenbelt, MD

Foodservice Management Courses

Banquet Management
9/15 Anaheim, CA
9/17 Burlingame, CA
10/6 Vancouver, B.C., Canada
10/19 Montreal, Quebec, Canada

Beverage Management
9/16–17 Uniondale, NY
9/30–10/1 Portland, OR
10/13–14 Denver, CO

Coping with the Personal Demands of Foodservice Management
9/14 Atlantic City, NJ

Employee Motivation
9/9 Toronto, Ontario, Canada
9/28 Annapolis, MD
9/30 Lancaster, PA
10/12 Columbus, OH
10/14 Indianapolis, IN

Food Cost Management
8/18 Trumbull, CT
9/8 Tucson, AZ
9/15 Atlantic City, NJ
10/13 Williamsburg, VA
10/14 Tysons Corner, VA

Foodservice Operators' Legal Workshop
9/8 Tucson, AZ
9/16 Wilmington, DE
10/6 Richmond, VA

Menus That Sell!
9/14 Atlantic City, NJ
9/29 Honolulu, HI
10/6 Atlanta, GA
10/19 Minneapolis, MN

Off-Premises Catering
8/11–12 Milwaukee, WI
8/25–26 Dallas, TX
9/14–15 Atlantic City, NJ
9/28–29 Toronto, Ontario, Canada
10/19–20 Dearborn, MI

Operational Analysis
9/17–18 Boston, MA
10/7–8 Las Vegas, NV

Planning and Implementing Restaurant Marketing Strategy
9/2–3 San Francisco, CA
9/22–23 Newport, RI

Planning Successful Buffets
9/1 Ft. Worth, TX
9/9 Hyannis, MA
10/5 Monterey, CA
10/6 San Francisco, CA

Profitability
9/22 Charlotte, NC
9/23 Williamsburg, VA
9/28 Orlando, FL

Real Estate and Restaurant Site Selection
8/17–18 Chicago, IL

Restaurant Design and Facilities Planning
9/30–10/1 Santa Barbara, CA

Sanitary Assessment of the Foodservice Environment (S.A.F.E.)
8/17 Pittsburgh, PA
10/5 Dallas, TX
10/20 Portsmouth, NH

Wine and the Bottom Line
8/13 Scottsdale, AZ
8/25 Bethesda, MD

NATIONAL CONFERENCES

Wine Workshop
9/12–24 Burgandy region, France

Independent Foodservice Operators' National Conference
1/24–26 Miami, FL

For more information, contact National Restaurant Association Education Foundation, 311 First St., N.W., Washington, DC 20001 (800) 424-5156 or (202) 638-6100.

If your company is interested in our in-house programs, contact Frank Doyle at the association's Washington, DC, office.

STUDY GROUP MEETINGS

Financial Officers
10/7–9 Denver, CO

Foodservice Purchasing Managers
9/10–11 Toronto, Ontario, Canada

Internal Auditors
9/15–18 Las Vegas, NV

Large Independent Operators
8/19–21 Boston, MA

Management Information Systems (MIS—formerly EDP)
10/13–16 Lake Tahoe, NV

Marketing Executives
10/18–20 Lake Tahoe, NV

Multi-unit Architects, Engineers and Construction Officers (MAECO)
9/16–18 Las Vegas, NV

Quality Assurance
10/28–30 Hilton Head, SC

Tax Executives
10/7–9 Denver, CO

For more information on specific study groups, contact Philip Kralovec, (312) 853-2525.

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VOL. 7 NO. 7 AUGUST 1987

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PRESIDENT'S REPORT

Michael J. Grisanti, President and Chief Operating Officer
Grisanti, Inc.; Louisville, KY

Public Affairs Conference scheduled for September 14–16

Although Congress is in recess this month, the association staff in Washington is busier than ever. It is gearing up for the return in September not only of legislators but also of the National Restaurant Association's Public Affairs Conference, now in its third year. Make plans today to be in Washington September 14–16 for what has become the foodservice industry's major annual political happening. The Public Affairs Conference gives operators a chance to meet one-on-one with the policymakers whose decisions affect our businesses. It provides a forum for an impressive roster of speakers—lawmakers, administration officials and other Washington "insiders." And it includes, as always, the elegant National Restaurant Association "Chef d'Oeuvre" reception—an opportunity for attendees to meet socially with congressional representatives while sampling foods from Washington's finest restaurants.

I look forward to seeing you in Washington.

Association takes its minimum wage position to the public

A major topic of discussion at the conference this year will undoubtedly be the minimum wage issue. The National Restaurant Association is in the forefront in opposition to any proposed increase in the minimum wage. We've already made our position clear to Congress through House and Senate subcommittee hearings. Now we are making our position known to the public. We are currently in the midst of a media tour of major metropolitan areas, meeting with editors, writers, producers and broadcasters to tell them about the detrimental repercussions a minimum wage increase would have on our industry and the nation's economy. We are confident that our arguments, backed by facts and figures, will direct public attention to the issue and will increase public support for our position.

House says no to change in FICA taxes

Good news on the legislative front came early last month as the House Ways & Means subcommittee voted to defeat President Reagan's proposal that would increase restaurateurs' FICA liability on tip income. The association has taken the lead in opposing the plan, which the president included as part of his FY 1988 budget. The House vote defeating the proposal is a victory for our industry.

Cheaper liability insurance will be available to association members

I am pleased to announce another piece of good news. The National Restaurant Association has joined forces with affiliated organizations to form the Consortium of Licensed Beverage Retailers Association (COLBRA), a holding company for the newly formed Beverage Retailers Insurance Company (BRICO). What this means for all of us as National Restaurant Association members is that liability insurance will be made available through the new company, at rates well below the current market. An added benefit may be that other underwriters will lower their rates to compete with BRICO. The association staff is currently looking into ways the state restaurant associations may obtain insurance coverage through BRICO.

The liability insurance crisis, though abating, is still far too real for many businesses across the nation. The association's participation in COLBRA and the availability of

Association Wine Workshop goes to France September 12–24

insurance through BRICO will go a long way toward giving operators the affordable protection they need to conduct business.

In other association news, all details are set for the National Restaurant Association Wine Workshop, to be held for the first time in the Burgundy Region of France. For twelve days—September 12–24—attendees will travel throughout the lush French countryside, learning about and tasting the finest wines the country has to offer. It's not too late to register; contact the association's education programs department for more information.

Look in the mail this month for the association's *Catalogue of Publications*, listing more than 100 books, magazines, newsletters and studies covering all aspects of foodservice operations. Among the newest offerings listed in the catalogue are *A Primer on How to Recruit, Hire and Retain Employees* and the latest Current Issues Report, *A Foodservice Operator's Guide to Food Assistance Programs*. Both of these publications will be made available this month through the association's publications department.

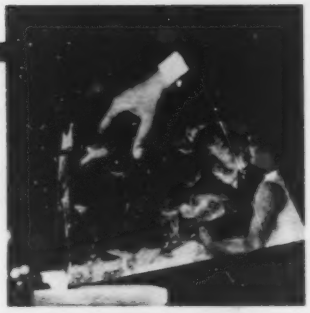
Grandparents Day is fast approaching—Sunday, September 13. This year's Grandparents Day theme is "Create a Memory," and the association has developed a poster and table tent to highlight the theme. A special edition of ***PRO-MOTION*** newsletter is chock full of Grandparents Day promotional ideas and contains an order form for obtaining promotional materials. Begin planning now for an unforgettable Grandparents Day celebration in your restaurant.

Finally, it is my pleasure to welcome 190 new members who joined the National Restaurant Association in July. Your participation in the association will benefit your business and will make the association more effective in its representation of the foodservice industry.

Sincerely,

Michael J. Grisanti
President and Chairman of the Board

COVER STORY: UPSCALE TAKEOUT



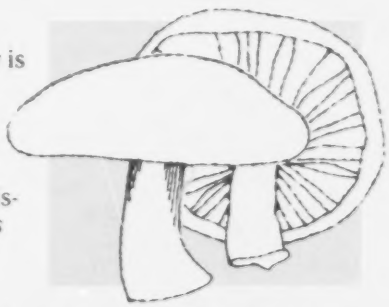
10 Takeout has gone upscale. Propelled by consumers' unrelenting demand for convenience, upscale restaurants are making a bid for the lucrative takeout market. To differentiate their products from traditional takeout fare, operators are marketing their specialties in a variety of ways, from creatively packaged boxed meals to convenient vacuum-packaged entrees that can be quickly heated up at home.

SPECIALS

14 Restaurateurs help feed the hungry
Restaurateurs are answering the call of the hungry by donating food and supplies, making financial contributions and volunteering their professional services. Informative sidebars on the legal aspects of contributing and a source list of charitable organizations may give you some ideas on how you can help.

21 Don't let your menu rob you blind
Because a badly planned menu can cost up to $1 in profits for every meal sold, this five-point plan suggests ways for developing a profitable menu marketing strategy.

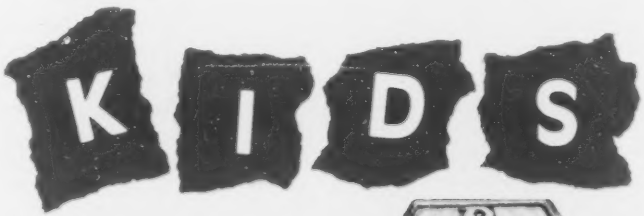
24 The mushrooming mushroom market
The growing variety of mushrooms available today is sparking creative new menu ideas. Don't miss the tasty recipes.



26 Children: A growing market
Between 1982 and 1986, the number of children visiting restaurants doubled. This *Foodservice Trends* special reviews developments in this market segment.

30 Catering to children
To attract more families, restaurateurs should adapt menus to children's specific needs. This article focuses on children's nutritional requirements, food preferences and the way to present foods to win over this segment.

31 Serving the modern family: Understanding is required
Here are some ways restaurateurs can provide a quality, stress-free dining experience for today's busy families.



32 Children's menus
It's no secret that keeping children entertained is a sure-fire way to ensure a pleasant dining experience for parents and kids. As the entries in this year's Great Menu Contest show, restaurateurs are developing more creative and engaging menus to hold children's attention.

Cover photograph by Gary Landsman

Artwork: The Phillips Collection, Washington, DC; The Luncheon of the Boating Party, 1881, Pierre-Auguste Renoir.

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- ☐ 2,000 Whoppers® to go
- ☐ Why people fail

Weibel vineyards introduces wine snob books

Continuing their efforts to prevent and cure wine snobbery, Weibel Vineyards has published two tongue-in-cheek booklets on the detection and prevention of wine snobbery.

The booklets, entitled "The Wine Snob Dictionary" and "How to Choose A Wine Without Being A Snob," are appearing on select Weibel wine bottlenecks across the nation. "The purpose of the humorous four-page booklets is to provide first time and veteran winebuyers with some fun while reinforcing the winery's campaign against wine snobbery," explains Fred Weibel Jr., executive vice president of Weibel Vineyards.

In "The Wine Snob Dictionary" Weibel provides "an indispensable guide to the jargon of wine snobbery," featuring entries such as "*Oakey* adj: 1. Wines that come from Tulsa and the surrounding region. 2. The flavor that wine picks up from the oak casks in which it is aged. Some oakeyness is good, but beware of excessive wood flavor or 'termitiness.'"

In "How to Choose a Wine Without Being a Snob," certain food and wine combinations are suggested for items such as *blackened redfish* (Chardonnay), *corn flakes* ("Blanc de Moo") and *grouse* (Cabernet Sauvignon, Pinot Noir).

For more information contact Art Larson, Leone & Leone Ltd., (714) 493-7988.

Kids crank out an education
Grade school children learn about one of their favorite subjects, ice cream, in an "Ice Cream For Science" workshop sponsored by Baskin-Robbins. Homemade ice cream making and "The American Ice Cream Experience" exhibit are the highlights of a summer series of week-long, daily workshops for children at the California Museum of Science and Industry.

Don't forget Grandparents Day

Grandparents Day—September 13—is quickly approaching. Because an association study reports that 22 percent of all American families express interest in dining out on this holiday, Grandparents Day offers a prime promotional opportunity. If you haven't already begun your Grandparents Day promotion, you may want to consider ordering the association's "Create a Memory" Grandparents Day

materials. Posters and table tents can be ordered from the National Restaurant Association's Communications Department, 311 First St., N.W., Washington, DC 20001; (202) 638-6100 or (800) 424-5156.

Restaurants participate in Great Salt-Out

The American Heart Association (AHA) is trying to get people to reduce their use of table salt. And restaurants are assisting in the effort. More than 200 restaurants and dining facilities in the Washington, DC, area removed salt shakers from their tables for AHA's Great Salt-Out last May. The foodservice establishments offered at least one salt-free, heart-healthy menu selection. At participating establishments patrons also received educational materials on high blood pressure and a sample of a herb-blend salt substitute.

The Great Salt-Out was announced by AHA at a luncheon sponsored by the J.W. Marriott Hotel in Washington, DC. The heart-healthy buffet featured sauteed lemon-oregano chicken with a bouquet of fresh vegetables; veal medallions in morel sauce; a variety of salads; angel food cake; and fresh fruit with honey yogurt dip. A Marriott chef demonstrated the preparation of the lemon-oregano chicken, an entree from Marriott's "Good For You" menu program.

AHA hopes the Great Salt-Out encourages more restaurants to offer heart healthy menu choices. For information on AHA programs in your area, contact the local AHA chapter.

House panel gives industry key victory on FICA

President Reagan's proposal to increase employers' share of FICA taxes on tips was rejected by the House Ways & Means Social Security Subcommittee in July, a key victory for the restaurant industry and the association's efforts to derail the proposed FICA tax hike.

Under current law, employers must match FICA contributions on all cash wages and any tip income used to satisfy minimum wage requirements. But any tip income above the minimum wage is not subject to employer FICA taxes. The FICA proposal would have required employers to pay Social Security (FICA) taxes on all declared tips.

The proposal was voted down by a voice vote. Rep. Hal Daub (R-NE) led the fight for the industry. Those joining him were Reps. Phil Crane (R-IL), Sam Gibbons (D-FL), Andy Jacobs (D-IN) and Jim Moody (D-WI).

The subcommittee's action was a pivotal juncture in the budget process because it indicates that the full committee is not likely to revisit the issue. However, the Senate's counterpart to the Ways & Means Committee, the Finance Committee, could address the issue when it takes up the FY 1988 budget.

The association had taken the lead in opposing the plan, and earlier this year National Restaurant Association President Michael Grisanti testified against the proposal before both House and Senate tax-writing panels. Grisanti argued that tips have never been considered wages for FICA purposes and that there is no reason to change this long-held policy.

Steve Elmont testifies before Senate labor subcommittee on mandated parental and medical leave bill. (For complete story see *Board Room* in this issue.)

Plant closings measure approved

After lengthy and heated debate, the Senate voted to include a measure requiring employers to give employees 60 days' advance notice of a business closing or mass layoff in its trade bill.

The final measure, a compromise released by Sens. Howard Metzenbaum (D-OH) and Edward Kennedy (D-MA) applies only to employers of 100 or more people.

Advance notice under the final measure would not be required unless a closing or layoff affected at least 50 full-time nonseasonal employees, comprising at least one-third of the employer's workforce. Part-timers—those who work less than 15 hours per week—and seasonal employees—those who work less than three months per year—are excluded from the bill's definition of "affected employees."

Exemptions would be available if the business were sold to a purchaser who agreed to hire all affected employees or if the employer relocated its business within a reasonable commuting distance. Mandatory advance notice requirements would also be reduced or eliminated for layoffs that "cannot reasonably be foreseen."

Although the companion House trade measure includes no language on plant closings, the House Education and Labor Committee had already approved a separate, more stringent plant closings bill (H.R. 1122) in early June. Observers predicted that the House would put H.R. 1122 on hold and deal with plant closings during the House-Senate conference on the trade bill.

Plant closings legislation is a top priority of organized labor this year but has met with serious opposition from the Reagan administration and business groups, including the National Restaurant Association.

Fast food labeling bills reintroduced

Sen. John Chafee (R-RI) and Rep. Stephen Solarz (D-NY), who sponsored last year's fast food ingredient labeling bills, have introduced similar legislation again this year: S. 1325 and H.R. 915. The National Restaurant Association opposes both, which require restaurant chains of 10 or more units to disclose ingredient information through on-package labeling or through signs, brochures or tray liners.

Chafee and Solarz contend that restaurants selling packaged foods are bound by federal ingredient labeling laws. Their legislation instructs the Health and Human Services Department to begin enforcing these laws in "fast food" restaurants.

Solarz called mandatory disclosure laws "a tremendous boon to public health" which would force restaurants to compete on the basis of the nutritional value of their foods. Solarz also cited the "large segment of the population" whose diets and allergies require a knowledge of food ingredients.

Mandatory ingredient disclosure laws would be unnecessary, costly and impractical, the National Restaurant Association maintains. The restaurant industry is one in which businesses must respond to customer demand in order to stay competitive, and many fast food chains already supply interested customers with over-the-counter ingredient information. Solarz argues, however, that chains will not promote their ingredient brochures unless forced to do so by law.

The association will maintain its strong stance against these burdensome laws. H.R. 915 and S. 1325 have received some support in Congress—29 representatives and 10 senators have signed on as cosponsors—but hearings have not been scheduled.

Bill introduced to protect taxpayers' bill of rights

Abusive, heavy-handed, callous—these are adjectives that are often used to describe foodservice operators' experiences with the IRS. IRS agents have broad enforcement powers, including the authority to seize assets without telling taxpayers, and they operate with few controls over their actions.

Sen. David Pryor (D-AR) is trying to protect taxpayers from IRS abuses. He has introduced S. 604, his so-called "Taxpayers' Bill of Rights." "The collection of taxes is a necessary function of government," Pryor said. "However, the government should never lose sight of the need to protect its citizenry from heavy-handed abuse and bureaucratic incompetence. The Omnibus Taxpayers' Bill of Rights Act will do just that."

The bill would:

- limit IRS authority to seize property to repay liabilities, with an emphasis on providing due process and alternatives to taxpayers
- limit the ability of the IRS to single out a particular group of taxpayers (such as tipped employees) for audit or investigation, particularly if the investigation concerns their beliefs or associations
- prevent the IRS from promoting or evaluating its employees based on the amount of money they've collected through audits or investigations
- require the IRS to inform taxpayers of their rights and obligations through Miranda-type warnings prior to interviews and through written statements accompanying any forms sent from IRS and
- allow taxpayers to make a record of and grant power of attorney for an IRS interview.

Pryor, chairman of the Finance Subcommittee on IRS Oversight, says he has heard dozens of "horror stories" from Arkansas alleging abuse of taxpayers by the IRS. One case involves Arkansas restaurateur Daniel Maestri, who told his story during a hearing Pryor held in Washington earlier this summer.

Maestri owns Mary Maestri's, an Italian restaurant in Tontitown. "Due to business losses and high interest rates, we got behind in our state sales taxes and federal withholding taxes in the latter part of 1985 and in early 1986," he told the subcommittee.

"My accountant advised me to contact the IRS regarding the delinquent withholding taxes and make arrange-

Sen. David Pryor

ments for payment of those taxes plus penalty and interest in an installment agreement," he said. "The state of Arkansas had already agreed to installment payments for the delinquent sales taxes."

However, after several meetings and an exchange of letters, IRS told Maestri that he had 10 days to pay the nearly $50,000 he owed or face enforcement action.

The threatened action was seizure of his business as-

Why the minimum wage should not be raised

by Susan F. Mills

This article provides a review of the research conducted to date on the effects of the minimum wage on U.S. workers and employment. It is based on* Minimum Wage Research Review, *a report prepared for the National Restaurant Association by Shriner-Midland Company.*

Supporters of a minimum wage hike say the minimum wage should be increased to help the poor. But the facts show otherwise. Since only 10 percent of minimum wage workers are from poverty-level families, increasing the minimum wage does not generally help the poor. Certainly, an increase in the minimum would raise hourly wages of low-wage workers, most of whom are spouses and children in middle income families. But it would also result in a reduction in hours of employment and leave low-wage workers worse off, with less income than they have now.

These are facts of which most people are not aware. Facts that have been substantiated in research studies. They should be used to correct misconceptions about the minimum wage.

Who earns the minimum wage?

Today less than 5 percent of U.S. workers earn at or below the federal minimum wage of $3.35 per hour, according to the Bureau of the Census 1986 Current Population Survey. That is less than one-half the percentage who were in minimum wage jobs in 1980.

Census data show that most of today's minimum wage earners are teenagers, students and spouses who work part time to earn supplemental income and gain job experience.

Among working teenagers, 28 percent earn the minimum wage. In contrast, only 2 percent of working adults between the ages of 25 and 65 earn the minimum wage.

Fifty-eight percent of the 4.9 million minimum wage earners in this country are under 25 years of age, the age group with the fewest acquired skills and least experience. Jobs for many of these workers may offer low pay for a period of time, but, in return, they often provide training, experience and opportunities to move beyond the minimum wage.

Even among teenagers, 72 percent of employed teens have already progressed beyond the minimum wage level. Among young adults 20 to 24 years old, 92 per-

Susan F. Mills is director of research and information services for the National Restaurant Association.

**If you would like a copy of the complete report as well as "Guidelines for Discussing Minimum Wage," contact the Research and Information Service Department, National Restaurant Association, 311 First St., N.W., Washington, DC 20001.*

sets, which would result in the closing of the restaurant. "By destroying my business, the IRS would put 31 employees out of work, leave all unsecured creditors with no return on their debts and all secured creditors with considerable losses on their secured debts. On the other hand, any sort of a reasonable payment plan by IRS would have prevented these disastrous results," Maestri explained.

To avoid seizure, Maestri filed a bankruptcy petition under Chapter 11 of the Bankruptcy Act. "These proceedings naturally consumed a considerable amount of money for attorney fees, accountant fees and related expenses. In May, our plan was finally confirmed under Chapter 11, and this plan included reasonable installment payments to be made to IRS for the delinquency.

"It is my honest opinion that the Chapter 11 proceedings could have been avoided had the IRS worked with us on an installment plan for payment of the delinquent taxes," Maestri said.

Pryor's subcommittee is studying cases like Maestri's to determine whether the IRS takes excessive and harmful enforcement actions against small businesses without considering all available collection alternatives.

Pryor said that 90 percent of the letters he gets about IRS abuse come from small business people, who cannot afford attorneys and accountants or take off time to defend themselves. "Basically, they're intimidated by the IRS. Once it gets to the collection stage, you don't have an appeal; you're at their mercy."

Pryor said that he hopes to get all or part of his bill passed in this Congress.

Immigration enforcement policy relaxed until June 1988

Last month, the Immigration and Naturalization Service (INS) announced that it will follow a less stringent immigration enforcement policy until May 31, 1988, the end of the new immigration law's so-called warning/citation period.

Rather than issuing a warning to an employer for a first-time violation of the law, the INS now says it will arrange a personal informational visit with the employer in order to explain the requirements of the new law. If the employer continues noncompliance after such a consultation, the INS will then issue a formal warning.

If the employer ignores both the advice provided during the consultation *and* the warning notice's instructions, he will then be subject to monetary penalties.

Employers should be following these procedures in order to be in compliance with the law: (1) verifying within three business days of hire that each person hired since June 1, 1987, is eligible to work and (2) going back and filling out I-9 forms for all employees hired between Nov. 7, 1986, and May 31, 1987. (The "due date" for completion of this process is Sept. 1, 1987.)

—Jay Morris
—Denise Roach

cent earn more than the minimum wage.

Not only is the minimum wage population young, it is also predominantly female. Sixty-five percent of minimum wage earners are female. One reason for the high percentage of women among minimum wage earners may be their high degree of part-time employment, since part-time workers are more likely to earn lower wages.

Finally, it is noteworthy that the largest group of minimum wage workers, 32 percent of the total, is employed in foodservice occupations. In many of these minimum wage positions employees get additional compensation from tips, but these are not counted in assessing wage levels. In fact, it is likely that well over 50 percent of the 1.6 million foodservice workers paid minimum wage receive tip income as well.

How does minimum wage affect jobs and workers?

Economic studies have long shown that total employment is reduced somewhat by raising the minimum wage. Recent studies, using improved methods and better data than those available earlier, indicate that a 20 percent increase in the minimum wage would reduce hours of employment by 20 to 40 percent among workers now earning less than the new proposed minimum wage. That would leave low-paid workers—with the least experience and skill—with less income than they have now—not at all what the law was intended to do.

How does the minimum wage affect poverty?

Increasing the minimum wage will hurt rather than help those in poverty. The low-income individuals who are the intended beneficiaries of minimum wage increases account for only 10 percent of minimum wage workers. So even if raising the minimum wage increased average incomes for low-income workers, it would be an inefficient way to benefit the poor.

Instead, recent research indicates that increasing the minimum wage leaves low-wage workers worse off with less income due to reduced hours of employment. Raising the minimum wage puts employment opportunities further out of reach for poverty level families.

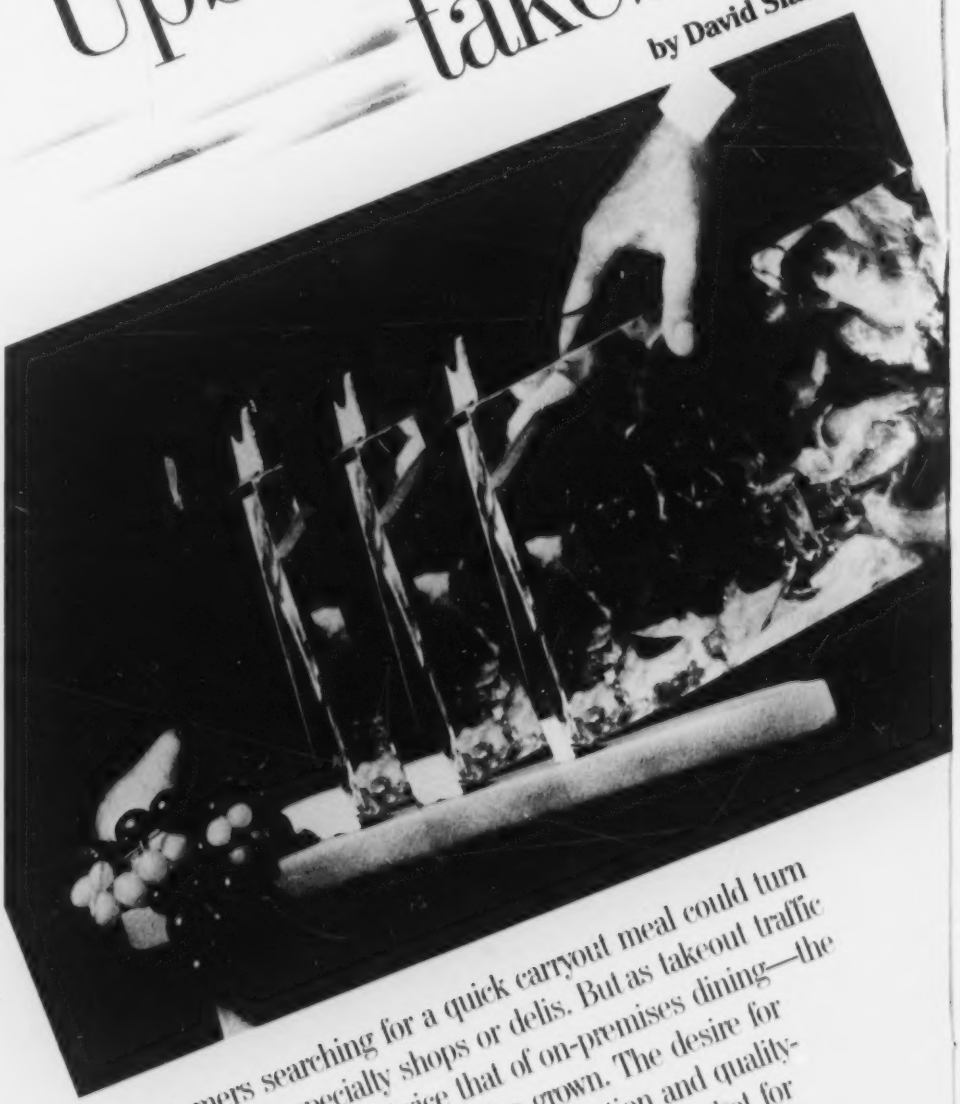
Wages are linked to skill

Differences in skill, experience, flexibility, productivity, resourcefulness and other factors are reflected by differences in job specifications and pay. The minimum wage law has the same effect as a law prohibiting employers from hiring workers with less than a specified level of skill and experience.

Instead of raising the minimum wage, efforts should be directed toward raising the skill level of U.S. workers and providing more effective help for job seekers who don't have the minimum skills required for modern jobs.

Upscale takeout takes off

by David Slater



For years, customers searching for a quick carryout meal could turn to fast food operations, specialty shops or delis. But as takeout traffic has increased—at a rate nearly twice that of on-premises dining—the options available to hungry diners have also grown. The desire for convenience, coupled with the increased sophistication and quality-consciousness of the consumer, has created a profitable market for takeout from upscale restaurants.

Boxed lunches containing stuffed breast of veal, French rolls, melon and prosciutto and cheesecake . . . vacuum-packaged fillet of salmon with a concasse of tomato and basil . . . market displays of salads, pastas, gourmet pizzas, and fruits and cheeses are only a few of the takeout possibilities at upscale restaurants.

Effective revenue expansion

Fine restaurants are turning to takeout for the most basic of reasons: It allows them, without expanding or adding new units, to efficiently attract customers who they would not have otherwise reached at that particular meal occasion.

"Carryout is the number one extension of the upscale restaurant business today," says Chip Fisher, partner in the New York City gourmet shop Fisher and Levy. Fisher views upscale carryout as an example of restaurateurs "learning to exploit more opportunities within their own environment."

But embarking on a gourmet takeout venture, whether it involves a full-scale retail grocery or a simple boxed-lunch menu, is nonetheless a serious proposition. It must be as well conceived as the fullservice restaurant with which it is associated or the carryout will devalue the restaurant.

Identify your market

"You shouldn't start a takeout business to try to attract a new crowd," says Fisher, who is also a consultant to upscale restaurants interested in takeout and catering. Most restaurateurs agree that effective carryout businesses generally do not draw a large number of new customers.

But takeout does help an operator penetrate more deeply into the type of market that his restaurant is already attracting. "The customer base is similar, but this gives them another eating-out option," says Michael Foley, who added a takeout operation, First Street Express, to his Chicago-based First Street Bistro and Wine Bar.

David Slater is a communications specialist at the National Restaurant Association.

Meeting the takeout demand

Many operators are conducting carryout businesses using a minimum of dining room space. Often, their customers will simply phone in an order and then pick up the food from the host or hostess.

Some operators, realizing that impulse shopping and convenience are an important aspect of the carryout phenomenom, are designing markets or separate carryout areas into the floor plans of their new restaurants. These markets have become a top priority for designers, who maintain that a properly conceived market will be accessible and enticing to both diners and street traffic without interfering with the restaurant's usual dining room traffic patterns.

Other operators have taken the market idea one step further. Foley, who with his father owns Foley's, Printer's Row and the First Street Bistro and Wine Bar in Chicago, included 24 seats for quick dining in his First Street Express carryout. From the sit-down/takeout operation Foley is marketing food from Foley's as well as food from the First Street Bistro.

La Colline (250 seats), an elegant French restaurant in Washington, DC, has a unique carryout operation that serves 200 to 300 people a day. The restaurant, which has its own street entrance, but is connected to an office building, offers carryout from a small shop that backs up to the restaurant's kitchen. The shop, which serves a simple menu of pastries, salads, sandwiches and soups, is accessible only through the office building.

"It's a situational operation that services mainly the workers from the office building," says part-owner Paul Zucconi. "We serve breakfast and lunch for people who want it fast." The operation, however, is a fine example of an upscale restaurant expanding its operation to take advantage of a carryout market.

Location: Traffic is key

Whether located in the suburbs or in the city, an upscale restaurant's accessibility to walk-in traffic is crucial to the success of its carryout operation. Phoenix-based Big 4 Restaurants Inc., for example, has had widely varying results with the retail shops it has designed into its restaurants. The difference, believes vice president Bill Marcus, is in the location.

"The critical factor is the amount of traffic in the area," says Marcus. "Freestanding restaurants that aren't near a busy market don't get the walk-in traffic and end up doing mainly incidental sales." But, Marcus adds, the stores in prime locations, such as shopping malls or plazas, can do from $2,500 to $10,000 worth of business per week.

Eileen Broughton, catering manager at Polcari's (90-seat restaurant, 20-seat cafe) in Boston, also considers location to be crucial to the success of their groceria. The nouvelle American restaurant actually has a double-blessing: It draws lots of tourists because it is situated on the famous Freedom Trail, and the trendy, bustling North End of the city (where Polcari's is located) has become popular with the young and middle-aged professionals who, because of their schedules and preferences, are ideal gourmet carryout customers.

Urban restaurants with a proximity to office buildings or other large corporate centers, too, generally find a growing market for upscale takeout, especially at lunchtime. Many businesspeople have developed a taste for high-quality foods, but they want to avoid the cost in time and dollars associated with going to a restaurant. "This is a new trend," says Fisher of Fisher and Levy. "There's a new breed of executives who want to eat in the office."

The right menu

□ **Hot foods**. The hot foods served at fine restaurants usually are ill-suited for takeout because they are *a la minute*; after careful and often time-consuming preparation, these dishes suffer if not eaten immediately. The upscale restaurants that are able to develop successful hot carryout businesses are those with a specialty item that travels well and can be prepared in bulk ahead of time.

At Big 4's Oscar Taylor's, for example, the restaurant's famous barbecued ribs have developed into a popular takeout item. Because the restaurant always has plenty of the cooked product ready to be served, customers can get hot ribs to go with a minimal wait.

At Polcari's, which was a well-known Italian restaurant before its emphasis was shifted toward nouvelle American cuisine, some of the traditional Italian dishes have been maintained for carryout even though they are no longer on the menu. These dishes—such as lasagna, veal Parmesan and calzones—are better suited to takeout than most haute cuisine. Businesspeople often order meals by telephone and take them home for an easy dinner.

□ **Cold foods**. Restaurants that report a demand for hot items nonetheless admit that there are more profits generated today by their cold carryout. Especially at lunchtime, when upscale restaurants do most of their carryout business, the greatest demand is for salads, cold meats and sandwiches that are quick and convenient. Says Chip Fisher, "Ninty-five percent of what we sell at our shop is cold."

The a la carte sandwiches and salads that people are taking away from upscale operations are not standard fare, however. Many feature creative combinations of gourmet ingredients that make them perfect for an upscale carryout. For example, sandwiches range from smoked fresh mozzarella with sun-dried tomatoes, arugula and Parmesan vinaigrette on French bread to fresh basil, tomato and provolone served with alfalfa sprouts on cornbread.

Salads are equally imaginative, ranging from sesame noodles or marinated vegetables to a chicken salad with sauteed tomatoes and anchovies. Operators find that their specialty desserts, too, are perfect for carryout, and whole pies or cakes can often be quite profitable. By-the-piece sales are also popular and include signature cheesecakes, fudgecakes, brownies and cookies.

In addition to these creative a la carte items, many restaurants are discovering a booming market for their boxed meals that include three or more gourmet courses. Not only are these meals popular for outside eating during the spring and summer months, but corporations are finding that boxed lunches are ideal for business meetings in the office.

New York City's Brasserie offers an enticing selection of varied and imaginative cold boxed meals, all of which are prepared to order. Brasserie's boxed-lunch menu includes seven set meals that range in price from $7.75 to

$11.50. They usually include an appetizer, main course, bread, cheese, salad and dessert.

One of the less expensive boxes, for example, contains fresh fruit salad, three small French rolls, roast beef, salami and cheese, three-bean salad and one piece of cake. A more elaborate box includes melon and prosciutto, French bread, cold-sliced pepper steak, roasted red peppers with string beans and cheesecake.

The Vista International Hotel in Washington, DC, allows customers to mix and match their boxes from a wide selection of dishes. The boxes, which are available through its bakeshop, include offerings such as homemade sweet potato chips, smoked tuna and swordfish with vidalia relish and mesquite grilled duck breast with fruit chutney. The Vista also includes the customer's choice of beverages, from wine and champagne to nonalcoholic drinks and wine coolers.

"We only began selling boxed lunches as an experiment," says Colleen Evans, the Vista's public relations director, "but they proved so popular we expanded the service."

□ **Reheatable foods**. In addition to their selection of quick and convenient cold foods, the retail shops that are connected to upscale restaurants often offer refrigerated signature items that can be reheated at home. Items that can be found in display cases include crabmeat or mushroom lasagna, Italian quiche, meat pies and empanadas, gourmet pizzas and elaborate pastas.

At Big 4's retail shops, customers fill their baskets with reheatable homemade baked goods from the kitchen's of Oscar Taylor's and New American Blue Mesa. The company is also experimenting with canning some of its signature items, such as relishes, barbecue sauce, apple sauce and jams.

Perhaps the most innovative new trend in carryout, however, is vacuum-packaging hot entrees so they can be reheated at home (see accompanying sidebar). Customers who want a no-hassle gourmet meal that looks like it came from a restaurant kitchen can keep a few of the dishes, which have a shelf-life of at least two weeks, in their refrigerator. The meals can be prepared in a matter of minutes simply by boiling the pouch. The technique, which was developed in France, offers a level of convenience and food quality that has operators excited.

Richard Perry, at Richard Perry Restaurant in St. Louis (88 seats), is one restaurateur who thinks the technique will revolutionize takeout in the future. The carryout operation at his planned 198-seat restaurant, scheduled to open in December, will be developed around vacuum-packaged entrees.

"I'm going mainly on seat-of-the-pants intuition," says Perry. "Several other upscale restaurants in St. Louis offer takeout, but it's mostly cold stuff—salads, sushi and sandwiches. Vacuum packaging looks like the type of thing that will have a good market."

At First Street Express in Chicago, Michael Foley is already supplementing the soups, salads and cold pastas offered at his carryout with two or three vacuum-packaged entrees each week. On a recent night, for example, guests could choose between fettucine with chive butter, shrimp and radicchio or salmon accompanied by spinach pasta with basil butter.

First Street owner Foley is excited about vacuum packaging's possibilities. "This is a good cooking form," says Foley. "It doesn't alter the product—in fact, it actually livens its intensity." At prices ranging from $5 to $10, these gourmet meals are available for a fraction of the cost of dining out or having a catered dinner.

Packaging and presentation: Making it classy

Functional packaging that protects the food and maintains the proper temperature is a necessity at any carryout operation. At an upscale operation, however, the packaging takes on even more importance, becoming, according to Chip Fisher, "an upscale operation's number one priority."

"Carryout is the number one extension of the upscale restaurant business today."

Upscale operators who succeed in the takeout business go to great lengths to assure that their packaging lives up to the food it encloses. Like shopping bags from top department stores, upscale carryout food packaging at its best is effective walking advertising.

For example, nobody would ever mistake one of Brasserie's boxed lunches for a bagged lunch from home. The enticing meals come in attractive white boxes that are emblazoned with the restaurant's name and logo. The boxes are two-tiered, with the dessert, bread and cheese on the top shelf and the appetizer and entree in the bottom compartment.

At the Vista in Washington, customers who are staying at the hotel can receive their meals in luxurious picnic baskets, complete with silverware and china. "We're open to whatever the customer needs," says the Vista's Evans, "and we want the packaging to be as special as the meal."

Presentation is also a top priority at the markets connected to upscale restaurants. Operators agree that customer purchases are stimulated by shops whose shelves, cases, barrels and baskets are overflowing with enticing goods. These shops, however, do not have to be large to be successful. Fifty to 100 square feet is enough room for a retail shop, says Chip Fisher, who adds that an operator should also expect to set aside 200 to 300 square feet of kitchen space for food preparation.

To get maximum profits out of their retail space, shops connected to restaurants should stock only their own foods and not outside packaged goods. "There's no profit margin in packaged foods," Fisher says.

Concentrating on a restaurant's signature items also helps the retail shop maintain the high standards set by its connecting restaurant. "We've never had to worry about the public's perception of our shops because our retail offerings are almost identical to what we sell in our restaurants," says Big 4's Marcus.

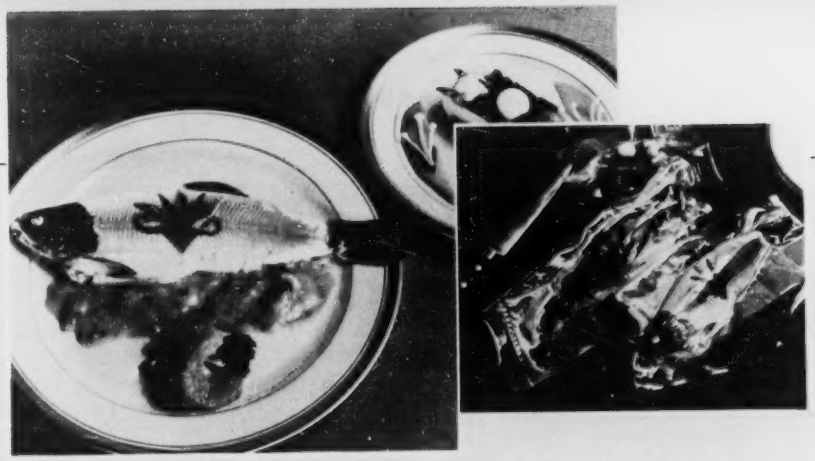
Heat-and-serve haute cuisine?

Cuisine *sous vide* (French for "under vacuum") has the potential to revolutionize the gourmet carryout market. The intriguing new cooking method enhances natural flavors while giving the operator the flexibility of preparing large quantities of delicate dishes days in advance.

At its simplest, cuisine sous vide involves carefully arranging raw food on a thin plastic sheet, and then, using a lightly oiled spatula, inserting the food into a specially developed pouch. Next, the container is vacuumized and heat sealed using a basic single-chamber vacuumizing machine.

The package is quickly cooked in a specially designed steam-injected, air convection oven for a short amount of time. After being cooked about 90 percent of the way, the food is given a quick ice water bath to stop the process. The food can be kept under refrigeration for two weeks or more.

To prepare the foods, the unopened pouch is immersed in boiling water for a few minutes, which finishes the cooking process as it brings the food up to serving temperature. The packages are then cut open and the contents are plated and garnished.



Because the pouches have a high oxygen and moisture barrier, the foods are cooked in their own natural juices with nearly no shrinkage. The usage of spices and sauces must also be modified. Foods cooked in the sous vide method usually require about one-half the spices used in traditional cooking.

The Petroleum Club of New Orleans, a private club operated by Restaurant Marketing Associates of Media, Pennsylvania, uses the cooking technique for its entire menu except desserts. The club, which has yearly food and beverage sales of nearly $4 million, often serves more than 600 people in one day.

Ed Albany, The Petroleum Club's manager, credits the sous vide system with "a spontaneous reduction in food and labor costs." Albany often stocks ahead and allows less skilled workers to heat and serve dishes that have been prepared by a chef.

Before it can become a major element in the upscale carryout business, however, cuisine sous vide must overcome the negative impressions the American consumer has about food in a pouch.

Operators interested in vacuum-packaging, must realize that training and hygiene are extremely important when cooking under the sous vide method. In fact, officials at the Food and Drug Administration's Center for Food Safety and Applied Nutrition have expressed concerns about the safety of vacuum-packaged products. FDA officials warn that there is a potential for contamination when food is packaged in modified or controlled atmospheres. The risk is considerable when shelf life is irresponsibly extended or when temperature abuses occur.

For current information on the possible risks inherent in vacuum-packaging, call the National Restaurant Association's Technical Services Department at (202)638-6100.

Marketing: Getting the word out

Upscale operators already are familiar with the type of customer who patronizes gourmet carryouts, because this quality-conscious patron is one who at other times fills a seat in the restaurant. To promote their carryout services, therefore, operators court convenience-oriented customers both through in-house advertising and by going to their offices.

At Brasserie, where most of the boxed meals purchased during the week are for consumption at the office, customers are visually reminded of the carryout service as they enter the restaurant. A photograph of a boxed meal and a description of each offering is displayed at the restaurant's entrance.

In addition, says manager Adriana Mimami, Brasserie's boxed meal selection is listed on the back of the breakfast menu and advertised on both radio and television.

The Vista in Washington, DC, also turns to its menus to make customers aware of its services. In addition, the hotel distributes fliers at nearby office buildings and has recently begun to market the meals to "upscale clientele in outlying areas of the city."

In Chicago, Michael Foley advertises his First Street Express takeout operation mainly through local ads and in-house advertising, such as table tents and an awning that calls attention to the service. The restaurant, which is located in the West Lincoln Park area of Chicago, gets lots of carryout traffic from the young professionals who live nearby.

Many operators have found that they have developed new customers for their carryout operations through their catering businesses. And at restaurants such as Polcari's in Boston, a catering business can give a huge boost to a fledgling carryout operation in another way. "We can continue to offer high quality fresh salads and entrees because we know they'll be used," say Polcari's manager Eileen Broughton.

The new wave?

Having experienced firsthand the varying degrees of success upscale operators can have with takeout, Big 4's Marcus cautions that carryout "is not for everybody." He is quick to add, however, that "in this day and age, this is probably the new wave. Restaurants have to utilize their space better." ❑

RESTAURATEURS HELP FEED THE HUNGRY

by Marcia Hibsch Coppess

Two hundred men, women and children munch on pizza and fruit at long tables in the cavernous basement of a Chicago church. Except for the clanging of trays and occasional conversation, the room is silent, the diners intent on eating. At the open door, two people serve slices of steaming hot pizza to the line of people that streams through the entrance.

But the people at this pizza party are not members of a church social group. They are some of Chicago's hungry and homeless, who depend on the Perishable Foods Program of the Greater Chicago Food Depository for food. And they are enjoying some of the 50 to 70 pizzas donated every other week by Father and Son Pizza.

"There are always a few pizzas that are not picked up, are made with the wrong ingredients or are unsalable for some other reason," says Bill Bauer, 27, the third generation of Bauers at Father and Son Pizza. "Our family business has been donating pizzas to churches and charities since it opened in 1947," he adds. "So when the Greater Chicago Food Depository asked us to help out, we immediately offered to freeze the pizzas instead of tossing them out."

Many Americans are hungry

The nation's hunger problem is staggering. The 1985 *Physician Task Force on Hunger in America,* sponsored by the Harvard School of Public Health, estimated that 20 million Americans go to bed hungry at least once a month. The majority of those are under 18 or over 65 years of age. Not everyone who is hungry is homeless or unemployed. Many are single mothers who cannot earn enough to feed and house their children, seniors whose pensions do not cover expenses and factory workers who have lost their jobs.

The United States Department of Agriculture (USDA) estimates that from five to 20 percent of the food produced for humans in the nation is wasted. Some of that is lost to insects and poor weather conditions. But of the food that is harvested, millions of meals could be created if the food found its way into the right programs. Happily, that is beginning to happen.

All restaurateurs can help

Restaurateurs—from upscale dining rooms to fast food restaurants—are answering the call of the nation's hungry by donating food and supplies, by making financial contributions to support organizations that feed the hungry and by volunteering their professional services.

Food contributions

Most restaurateurs who help do so by donating food. Most agencies say no donation is too small. Some chefs and restaurateurs think they have nothing to give. Because of a tiny kitchen, effi-

cient planning or an especially competent staff, the only food wasted is, in their minds, unusable. It can be difficult to imagine that a poorly planned salad, day-old bread and slightly mushy fruit are a banquet to someone who hasn't eaten in a few days. But it isn't how the food appears on the table that counts here—it's that the food appears at all.

Wherever there are humans, there is error. What about the party of 30 that preordered a meal and then cancelled at the last minute? The vegetable dish in which the cabbage turned everything else purple? The lasagna missing a training session or for a photo layout?

The list is endless. A loaf of bread and some leftover meat and sauce do not seem like much. But by freezing every usable item for a week, you'll be surprised how much you can help. Surplus food from just a few restaurants becomes a thousand meals under the resourceful wizardry of the cooks at city shelters and soup kitchens.

From bread to fried chicken

Last March, for example, City Harvest in New York City served 200,000 meals. Much of that food originated at local cafeterias, corporate dining rooms, caterers, wholesalers and white tablecloth restaurants, such as The Odeon, which gives City Harvest four to 20 loaves of day-old bread every morning.

Similar programs operate in other parts of the country, coordinating food distribution to the needy. When the caterer Food Service Management by MGR recently prepared a special convention banquet for 2,200 people on the final day of a convention in Atlanta's World Congress Center, only 1,300 conventioneers attended, leaving 900 portions—more than 450 pounds of food—behind. The caterer called Atlanta's Table, a community food bank, which picked up the pans full of Mexican, Asian and barbecue food.

"In the past, extra food would have been served in the employee cafeteria," says Terry Roberts, assistant to company owner Phil Noyes. "Now the food goes to a much more worthy cause. It pleases us to know that it's going to people who really need the food."

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But it doesn't take a banquet or special occasion to create a surplus. At Kentucky Fried Chicken units, for example, a selection of menu items must be available at all times. Naturally, not all pieces are sold. Tom Slater, Jr., whose father owns two Kentucky Fried Chicken franchises in St. Louis County, Missouri, estimates that each of the family's locations donates more than 1,000 pieces of fried chicken every month to Operation Food Search, a food bank in St. Louis.

Questions to ask if you want to help

If you think you may want to participate in a food assistance program, here are some questions that can help you decide.

□ Is there a needy population in your area?

□ Is there a food bank, Emergency Food Delivery Services (EFDS), soup kitchen or food pantry in your vicinity?

□ Does your state restaurant association coordinate or sponsor donation programs?

□ Have you inadvertently been faced with salvageable leftovers of prepared or unprepared food that you are unable to use (i.e., last-minute cancellations, reduced traffic due to inclement weather, food from cooking demonstrations or photography sessions)?

□ Have you been looking for a means to become involved in a community service activity?

□ Would your patrons support your involvement or be willing to contribute to fundraising activities?

□ Do you have staff professionals (i.e., chefs, storeroom managers, registered sanitarians or dieticians) whose services may be needed by a local food bank, EFDS, soup kitchen or food pantry?

□ Do you have any obsolete equipment, utensils or supplies that are still functional?

—National Restaurant Association Current Issues Report, "A Food Service Operator's Guide to Food Assistance Programs," August 1987

While some large corporations and food manufacturers leave decisions about philanthropic activities to the local operators, others choose to control them at the corporate level. More than 250 national companies, including Red Lobster Inns of America and Taco Bell, donate their surplus food and grocery products to Second Harvest, a national nonprofit food bank network of 200 local food banks. Second Harvest distributed about 352 million pounds of food in 1986. The food and products were then passed along to nearly 38,000 community feeding programs.

Pickup is convenient

Most feeding programs are more than willing to pick up food at a convenient time. Philabundance in Philadelpia will arrange pickup 24 hours a day, seven days a week. Some programs provide donors with disposable containers to eliminate the search for suitable storage. And owners who have been involved in programs like these say that after learning to remember not to throw out good food, it is no effort to cooperate.

"It's very simple," says Ansel Hawkins of The Odeon. "We place the bread in plastic bags. The City Harvest drivers pick it up and leave us a receipt. The most inconvenient thing that has ever happened was the time the driver took our fresh bread and left us with the day-old. But even that wasn't a big problem."

Perhaps, like Schneithorst's in St. Paul, Minnesota, you can invite your local program to pack up leftover food after Sunday's brunch buffet. "We have to keep our buffet stocked until closing time, so we can't get away from leftover food," says Doug Walsh, general manager. "We save some of it, but much of it can't be used again by the restaurant."

The food Schneithorst's donates each week to Twelve Baskets, a distribution system of the St. Paul Food Bank, makes up more than 50 meals. Included in the food line every Sunday evening at Twelve Baskets are hash browns, egg dishes, ham, turkey hash, chipped beef, waffles, biscuits, a number of salads and assorted pastries. "It requires virtually no effort on our part," Walsh shrugs. "And we get a lot of satisfaction from knowing we're helping someone."

Patrick's Cafe in Ellisville, Missouri, also donates food from its Sunday brunch to its local distribution operation Food Search. "I don't feel right throwing away good food when people are starving," says Jorge Maldonado, one of the owners of the restaurant. "What would I do with sliced cantaloupe and honeydew or breakfast sausage and Eggs Benedict? I'm glad it helps someone else."

Food to order

You don't have to have a surplus to provide food. Every other day someone appears at the side door of La Toque in Los Angeles and asks for food. Owner Ken Frank has instructed his staff to treat the person with dignity and kindness, ushering them to an area inside the building but away from the dining room and kitchen.

"If a hungry person is willing to sacrifice his humility by asking for food, I'll respect him by feeding him," Frank says. "It takes no time to put some meat and vegetables between two pieces of bread, grab an apple and pour a cup of coffee. At the end of the month, in the grand scheme of things, you know what that costs me? Zero. And that sandwich may be the person's first meal in days."

If the request comes from a food assistance program, the response can be the same, says Pano Karatassos, owner of five fine dining establishments in the Buckhead section of Atlanta. "I was approached by a local food assistance program to donate my leftovers. But I cook to order, and I don't have any leftovers," relates Karatassos. "I asked myself, why can't I prepare food to give? What's so difficult about cooking 20 pounds of beef stew and 20 pounds of rice? It certainly doesn't cost that much."

For the past few months, Karatassos has been a weekly contributor to Atlanta's Table, which coordinates the donations. He divides the preparation among his units so each chef is responsible only about once a month. The food is refrigerated in aluminum pans provided by Atlanta's Table, picked up on Thursday and transported in refrigerated trucks.

Karatassos' enthusiasm is infectious. He has been successful in getting six fellow restaurateurs involved in preparing food for donations. He requests a

Operators come together on World Food Day—October 16

Some companies choose to do their part in the hunger effort on World Food Day, October 16. World Food Day was begun by the United Nations Food and Agriculture Association in 1980 with the goal of turning the world's collective attention to the global hunger problem for one day each year. Demonstrations of commitment to the problem are left up to the individual country, city, school, company or individual.

As Patricia Young of the committee explains, "The important point is that we do our part toward eliminating hunger. How each of us does it is our choice."

In Pinellas County, Florida, the county association of the Florida Restaurant Association holds an annual hunger banquet on World Food Day. "Participating restaurants prepare, deliver and set up the soup line while church volunteers serve," explains Ted Sonenschein, last year's group president. "It's a very emotional affair to see 1,000 people pay $5 each to eat soup, bread and iced tea from a church soup line." The sparse soup line gives local residents and business people a once-a-year peek at the meals some people depend on for sustenance.

Many restaurants pledge a percentage of the day's receipts each October 16. Others request a can of food from every patron. At 17 Bennigan's in Houston, employees sponsored a food drive last year in cooperation with local media. Throughout the city, 300,000 pounds of food was collected. Of that, 46,000 products came from Bennigan's employees and customers.

In Chicago last October, restaurants participated in Sweet Charity, a weeklong observance during which restaurateurs contributed cash or a percentage of their dessert sales. The event was organized by Entertainment Action Team (EAT), a group that produces special events to fund local hunger programs.

Arnie Morton, owner of Arnie's and Morton's, got into the spirit of the event by creating a special dessert. Aptly named for the event, "Sweet Charity" consisted of a puff pastry topped with vanilla ice cream, fresh strawberries and bananas, drizzled with chocolate sauce and surrounded with whipped cream.

Meanwhile, Chicago's hot dog stands, without desserts to offer, donated a portion of all hot dog sales for the week. And bars created special drinks, then passed along a portion of profits.

More than $35,000 was raised in one week, which benefited 30 Chicago-area food distribution centers.

commitment of at least six months and a minimum donation of five to 10 gallons of food. He explains, "At first they're apprehensive. But I tell them it is simple; just do it. I urge them to visit the soup kitchens and see who benefits from the donations. Society is tough. Believe it or not there are people who can't afford to eat. It's not just middle-aged men. These places are patronized by children and elderly couples who thought they had enough money saved, but then one of them gets sick and this wipes out their savings."

Nonfood contributions

□ **Financial donations.** Operators who don't believe their surplus warrants a donation or cannot commit to regular food donations can opt to give cash donations to local programs or to national charities. Food banks, emergency food delivery services and shelters all need money to supplement irregular donations.

Restaurateurs can give their own money, or they can raise funds at their restaurant, thereby giving patrons a chance to participate as well. Such an event can be immensely successful, as the Los Angeles Hard Rock Cafe demonstrated in its fundraiser to benefit Love is Feeding Everyone (LIFE), a local hunger relief group. On a Monday night in February 1987, the restaurant packed in a Saturday night-size crowd for lunch and dinner, generating about $19,500—all of which went to LIFE. Patrons also contributed nonperishable items.

Contributions can be made directly to a food bank or shelter or they can be given to a coordinating organization. Perhaps the largest one in the foodservice industry is Share Our Strength (S.O.S.), whose members are restaurants. The group is committed to providing funds to alleviate hunger in this country and throughout the world. Restaurants can join S.O.S. by paying an annual membership fee from $100 to $500. All donors receive a sticker for their window or front door, and S.O.S. sponsors public awareness campaigns that encourage consumers to patronize members.

Other national organizations that welcome financial contributions include United Way and Second Harvest.

Community food banks and other sources

Virtually every large U.S. city has a provision for the hungry, from a food bank in a church basement to a downtown soup kitchen. Below is a list of some major food distribution programs. If your company is not in one of these areas, contact your local health department, social service agency or United Way to learn how you can help.

California

Southern California Interfaith Hunger Coalition; 1010 S. Flower St., Suite 500; Los Angeles, CA 90015; (213) 746-7500

Connecticut

Connecticut Food Bank; P.O. Box 8686; New Haven, CT 06531; (203) 776-3663

Delaware

Covenant People, Inc.; 1147 South Governors Ave.; Dover, DE 19901; (302) 734-3044

District of Columbia

So Others May Eat (SOME); 71 "O" St., N.W.; Washington, DC 20001-1290; (202) 797-8806

Florida

□ *Manna Food Bank;* P.O. Box 2582, Pensacola, FL 32501; (904) 432-2053

□ *St. Petersburg Free Clinic;* 863 Third Ave., N.; St. Petersburg, FL 33701; (813) 821-1200

Georgia

Atlanta's Table; 970 Jefferson St., N.W.; Atlanta, GA 30318; (404) 892-9822

Illinois

Greater Chicago Food Depository; 4529 S. Tripp Ave.; Chicago, IL 60632; (312) 247-4282

Minnesota

Twelve Baskets; 150 Eva St.; St. Paul, MN 55107; (612) 228-1353

Missouri

Operation Food Search, Inc.; 710 Hanley Industrial Court; St. Louis, MO 63144; (314) 644-5322 or 644-5982

New York

City Harvest, Inc.; 11 John St., Rm. 503; New York, NY 10038-4075; (212) 349-4004

Pennsylvania

Philabundance; 6070 Ridge Ave.; Philadelphia, PA 19128; (215) 483-6444

National distribution of nonperishable foods

Second Harvest; 343 S. Dearborn, Suite 410; Chicago, IL 60604; (312) 341-1303

Main centers are located in Birmingham, Alabama; Anchorage, Alaska; Tucson and Sun City, Arizona; Concord, Orange, Oxnard, Fresno, Los Angeles, San Francisco, Watsonville, North Highlands, Riverside and San Jose, California; Denver, Colorado; New Haven, Connecticut; Washington, DC; Orlando, Miami, Tampa and Jacksonville, Florida; Atlanta and Augusta, Georgia; Honolulu, Hawaii; Springfield, Chicago and Moline, Illinois; Indianapolis, Indiana; Des Moines, Iowa; Louisville, Kentucky; Jefferson, Louisiana; Baltimore, Maryland; Boston and Hatfield, Massachusetts; Detroit and Grand Rapids, Michigan; St. Paul, Minnesota; St. Louis and Kansas City, Missouri; Omaha, Nebraska; Newark, New Jersey; Albuquerque, New Mexico; Buffalo, North Syracuse, Bronx, Rochester, Elmira, New York; Raleigh, Winston-Salem, Charlotte, North Carolina; Cincinnati, Cleveland and Columbus, Ohio; Oklahoma City and Tulsa, Oklahoma; Portland, Oregon; Erie, Philadelphia, McKeesport and Steelton, Pennsylvania; Providence, Rhode Island; Columbia, South Carolina; Chattanooga, Memphis and Nashville, Tennessee; Austin, Corpus Christi, Amarillo, Dallas, San Antonio, Lubbock, Fort Worth and Houston, Texas; Staunton, Richmond, Chesapeake and Roanoke, Virginia; Seattle, Washington; Gassaway, West Virginia; and Milwaukee, Wisconsin

Financial contributions from restaurants

Share Our Strength; 475 17th St., Suite 732; Denver, CO 80202; (303) 893-4301; (Assists nationally and internationally)

International

National Committee for World Food Day; 1001 22nd St. N.W.; Washington, DC 20437; (202) 653-2404

Food safety and liability

Concerns about food safety and liability have been deterrents to some restaurateurs contemplating in-kind donations. Although these are justifiable concerns, steps can be taken to increase the likelihood of proper handling once food has left your establishment and to protect your liability in the event of improper handling or contamination.

Most charitable organizations are also concerned about food safety and are eager to establish a working relationship with local health authorities. Food banks and recipient kitchens

welcome and even request inspections from health departments. Most agencies that pick up and transport food train their drivers in proper food handling; some are even certified in foodservice sanitation. But some are better equipped than others to maintain proper food temperatures and quality during transportation. (Some lack capability to transport hot food and properly maintain temperatures over 140°F. Therefore, food intended for donation should be rapidly chilled* and held at 45°F or below.)

Once food is received or picked up, agencies usually assume responsibility for the food quality. For this reason, drivers are often trained to examine the quality of donated food and may reject any of questionable safety. To avoid misunderstanding, mutually agreeable criteria for donated food should be worked out with the agency. It is not uncommon for food banks or emergency food delivery services to maintain donor anonymity when dealing with recipient soup kitchens, shelters, etc. For your protection, it is recommended that you obtain a written waiver of liability from the coordinating agency with which you are working.

In addition, most states have legislation known as good samaritan laws enacted to protect providers of charitable contributions from liability. Most of these laws grant food donors, who give food to charitable organizations for free distribution to the needy, partial immunity (excluding gross negligence, reckless or intentional misconduct). The specifics of the laws vary from state to state. Some of these laws are explicit, specifically citing foodservice operators as donors, while others are vague in donor definition. For more information regarding good samaritan laws in your state, contact the office of your state attorney general. Your state restaurant association may also be of assistance in this matter.

To assure that proper quality standards are maintained for food you donate and to protect you from potential liability, consider this checklist:

- ☐ Make sure all donated products meet the same legal and regulatory standards for safety, wholesomeness and freedom from spoilage as any food you offer for sale.
- ☐ Investigate the conditions of the food samaritan laws in your state.
- ☐ Do not donate food that has been served; offered on an unprotected buffet; or is of questionable quality.
- ☐ Maintain food temperatures below 45°F or above 140°F.
- ☐ Is the agency you are working with concerned about food safety and sanitation? Investigate its policies and procedures and inspect its facilities.
- ☐ Are the agency and its recipient kitchens licensed or inspected by local health departments?
- ☐ Will the agency inform the health department of your intentions to contribute and disclose the planned scope of your participation?
- ☐ Are the agency's personnel trained or certified in foodservice sanitation?
- ☐ Does the agency have specified standards of food quality, and does it inspect food quality on receipt?
- ☐ Are the agency's vehicles and equipment clean and equipped to maintain proper temperatures?
- ☐ Are potentially hazardous foods assigned a "destroy by" date and is that date visible on the container?
- ☐ Is there a written policy protecting donors from liability?
- ☐ Does the agency's insurance policy cover food and does it protect donors in any way? Are copies of the policy available to donors?
- ☐ Is the donor's identity withheld from food recipients?
- ☐ Do food banks have proper storage facilities?

—Reprinted from National Restaurant Association Current Issues Report, "A Food Service Operator's Guide to Food Assistance Programs," August 87

**Brought from 140°F to 45°F in four hours or less.*

In 1986 Second Harvest not only received cash grants but also matching funds, coupon incentives and advertising donations.

□ **Time and service donations.** Professional services can be a valuable resource. Some soup kitchens and food banks need professional guidance in meal planning, food preparation and/or employee training. Your staff services can also be donated to prepare or serve meals at fundraising events, or you can donate tickets to a cooking class for a raffle or other fundraiser.

□ **Other in-kind donations** welcomed by food assistance programs include unprepared foods, such as sugar, flour or rice; canned items resulting from seasonal menu changes; and serving utensils, pots, pans or equipment that may have been replaced by newer models. As with food, all equipment should be safe and in good condition.

Benefits to operators

An obvious benefit that comes from feeding the hungry is personal satisfaction. "It's an exciting thought—that those in the feeding business can be instrumental in fighting hunger in this city and across the United States. I am delirious about the results we got," says Peter Morton, owner of Hard Rock Cafe.

More pragmatically, though, charitable contributions are tax deductible. All cash donations are deductible, of course. You may also deduct the retail value of the food you donate, as well as the labor cost, as a charitable donation on your tax forms. However, if you choose to do so, you may not deduct the cost of the food as a standard operating cost.

Be sure to keep good records of in-kind contributions detailing the type and amount of food given and obtain receipts from the receiving agency. The fair market value of donated used equipment is also a legitimate tax deduction. However, professional time is not deductible—although the cost of travel involved is. Prior to donation consult your accountant or tax preparer for more specific advice regarding the documentation you need to keep.

Another benefit worth considering is the positive community relations gained from participating in food assistance programs. ❑

Restaurant benefit nets $350,000 to help AIDS victims

AID & COMFORT, the San Francisco Restaurant Benefit for People Fighting AIDS, was the first public effort in the food and restaurant industry to deal with AIDS in the community. Held on June 8, it raised close to $500,000 for six San Francisco charities administering aid and comfort to people fighting AIDS. As chef Alice Waters, a member of the executive committee for AID & COMFORT put it, "the real goal was to show that people care."

Originally envisioned as a quiet dinner for 300 by Zuni Cafe's Vince Calcagno, who had lost five friends to AIDS in one month, AID & COMFORT evolved into an elegant, nine-course dinner for 1,040 people at San Francisco's Fort Mason Pier 3. Reading like a "who's who in food," the gala benefit featured gourmet dishes donated and prepared by 14 notable chefs: Alice Waters (Chez Panisse), Cindi Pawlcyn (Fog City Diner), Jeremiah Tower (Stars), Bradley Ogden (Campton Place), Jim Dodge (Fournou's Ovens at Stanford Court), Hubert Keller (Fleur de Lys), Barbara Tropp (China Moon), Jean-Pierre Moulle (Pierre at Meridien), Rick O'Connell (Rosalie's), Joyce Goldstein (Square One), Patricia Unterman (Hayes Street Grill), Cecilia Chiang (The Mandarin), Judy Rogers (Zuni Cafe) and Annie Somerville (Greens at Fort Mason).

Jeremiah Tower made "Tuna Carpaccio with Ginger Cream" for AID&COMFORT.

Setting egos aside, these nationally recognized chefs, their personal staffs and an army of 350 professional servers volunteered their time, their energy and most of the necessary materials. Several of the restaurants closed for the evening in order to participate.

The organizational logistics for the meal were undertaken by Van Wyk Coleman Catering (whose previous experience included the Super Bowl). There were four stations serving 250 people and six temporary kitchens, each run by an accomplished chef with about 25 assistants—some of the 'assistants' quite notable themselves. The coordination involved in orchestrating the meal with a complement of champagne at the beginning and end and two red and two white wines in between, was, as one food writer put it, like directing a stage production of the Normandy invasion. Walkie-talkies were in evidence at the waiter stations to communicate with the kitchens in the Fort Mason facility, which is just over two football fields long.

In addition to participation by the restaurants, their owners, chefs and staff, corporate sponsors 'kicked in' about $120,000 to cover expenses before the $250 dinner tickets went on sale. The event was a sellout. Entertainers also contributed their time and talent, including Joel Grey, who, unannounced, bounded onto the stage (to the strains of "Cabaret") and said he had introduced many things and people in his time, but never "Tuna Carpaccio with Ginger Cream" (a signature dish prepared by chef Jeremiah Tower). Other star entertainment included Shirley MacLaine, Linda Ronstadt, the San Francisco Ballet Orchestra and Boz Scaggs (himself a restaurant owner). Artists, designers and writers created a limited edition portfolio of fine art, recipes, poetry and prose, which sold to benefit AID & COMFORT.

Recipients of the AID & COMFORT proceeds are well-established charities already helping in the day-to-day support of people with AIDS. They include the Shanti Project, Project Open Hand, Hospice of San Francisco, AIDS Emergency Fund and specified programs of the San Francisco AIDS Foundation.

—Deborah Goldstein

A 5-POINT PLAN FOR MENU PLANNING

by Bill Paul

Don't look now, but your menu may be stealing the profits right out from under your nose. It's never an obvious theft. In fact, most restaurant operators never see it happen, but a bad menu can cost almost any restaurant up to $1 in profits for every meal sold.

The crime occurs when items are added, maintained or promoted on the menu for all the wrong reasons. For example: They may be the manager's favorites. They may have a low food cost percentage. They may be similar to items offered by the restaurant down the block. Or they may have been on the menu for years, and it's a matter of tradition.

Such reasons just are not good enough. The only way to keep your menu honest is to insist that every appetizer, entree or dessert meet two very important criteria. First, each item must contribute its fair share to restaurant profitability. And second, each must enhance customer satisfaction *and* perception of value. Only if an item passes those two tests, has it earned the right to be on your menu.

There are basically three ways to increase sales and profits:

- □ Increase check average
- □ Attract new customers and
- □ Increase frequency of visits.

Bill Paul developed the Menu Advantage Plan, a Cincinnati, Ohio-based service company that implements his unique menu marketing system.

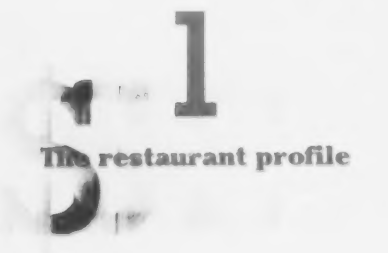
The "Menu Advantage" system focuses its efforts primarily on the first alternative. This approach is not a radical one—it does not recommend major changes that involve large amounts of capital. It simply takes a systematic, painstaking look at every day part and item, identifies profit-makers and losers and recommends refinements to the current menu marketing plan.

This system involves five steps:

1) developing a restaurant profile
2) performing a profit analysis
3) developing a game plan for every entry
4) creating a menu that merchandises and
5) following up.

This process is not quick and should not be oversimplified. It must consider many facets of restaurant operations—marketing, server training, suggestive selling, product merchandising—and how their interrelationships affect customer satisfaction and profit.

When a menu is fine-tuned in this way, it not only supports the restaurant's market position, but it also sets the tone for customers' dining experience and encourages them to select the entrees and add-ons (appetizers, wines, desserts) that are most profitable.



Step 1
The restaurant profile

The first step toward turning your menu into an ally is to identify your restaurant's unique strengths and attributes and build those into a strategy for success. You should thoroughly examine:

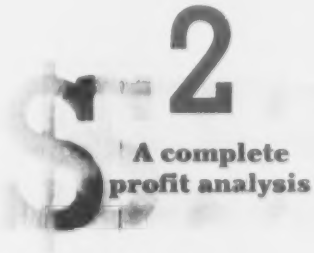
□ **Market position.** Do you have a written positioning statement or credo that includes a reason for being, objectives, identification of the target market and pricing strategies? Most restaurants don't, but should. To perform successfully, every employee must understand the purpose and goals of the restaurant.

□ **Customer profile.** Have you done recent surveys to obtain demographic and psychographic information on your target market? When you know who your customers are and what they are looking for, you can better meet their needs.

□ **Competitive strengths and weaknesses.** Do you know who your competition is? Knowing their strengths and weaknesses as well as your own helps you develop a strategic game plan.

□ **Financial trends.** Are you monitoring upward and downward trends in customer counts, sales, average checks, food costs and profits and/or losses for each day part? These trends greatly affect what you place on your menu.

Finally, take a look at your reasons for wanting to sell certain items—the "right" and "wrong" reasons discussed earlier. With all this information in hand, you can move on to the next step in the menu marketing process.



Step 2
A complete profit analysis

The second step in our five-point plan—the profit analysis—calls for detailed number crunching. This involves a lot more than checking cash register tapes at the end of the night. It requires looking for important relationships between sales, profits and costs for every item on the menu.

On an average item, the relationship among these three figures should be 1:1:1. But often there will be an imbalance, which can be good or bad. You will want to capitalize on the positive imbalances and modify the effects of the negative ones. For example, while some items sell well, they may contribute a relatively low amount of profit. The items you want to target are those that sell well *and* contribute high amounts of profit.

You may have noticed I haven't mentioned food cost percentages yet. Food cost is certainly one criteria in menu marketing, but it is a secondary one. One operator almost took his most profitable and popular item off the menu because he thought the food cost percentage was too high. We stopped him just in time. That particular item now contributes even more profit to his bottom line.

In addition to profit performance levels, you need a chart showing how many items are sold at various price points. This gives you an idea of how your customers respond to different price levels, and it shows where opportunities exist to develop new products and/or where you can trade up customers to higher profit levels.

Finally, a menu graph containing all the entrees for the day part under examination will show you which items boost or deplete the bottom line. Each item is plotted according to two variables: profit contribution and the number of meals sold. The graph, patterned after a matrix developed by Don Smith and Michael Kasavana breaks down into four quadrants.

Quadrant I contains those menu items that have high popularity and high profitability. They are called "Winners." These are the key items you want to sell and promote. They should be put in prominent places on your menu, be given good descriptive copy and should be supported by point-of-purchase materials. In addition, your staff should recommend these top performers to customers.

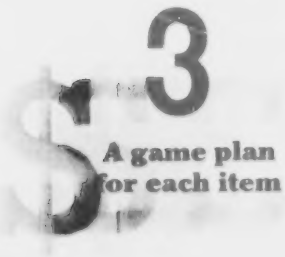
Quadrant II items, the "Loss Leaders," have high popularity but low profitability. You need to find ways to make these menu items more profitable or develop ways to "trade up" customers to other more profitable items. Simply raising prices for these items is not the answer; in fact, such a move would probably hurt the restaurant.

Quadrant III menu items, the "Losers," have low profitability and low popularity. They should be removed from the menu or be radically re-merchandised.

Quadrant IV items have "Great Expectations" in that they have high profitability but low popularity. Sometimes these items can be turned into winners by changing their location on the menu or by giving them an extra pro-

motional push. Sometimes they are simply overpriced "losers" and should be re-examined.

When all of this plotting is through, you have a good idea of which menu items are carrying their own weight and which ones are draining your profits. The process also helps develop financial guidelines for new products such as daily specials and helps identify which products should be singled out for promotions.



3
A game plan for each item

Now that you have all of this information, you need a game plan for every item on the menu. Game plans vary by item and by restaurant. The goal is to take each item and make it as visible as it deserves to be.

Most restaurants develop their menus as if all items were equally profitable and popular, and servers often cannot recommend one item over another. This is counterproductive. A menu should highlight winners and downplay loss leaders. Every item has a role to play on your menu, and it is the job of menu marketing to orchestrate the most profitable performance. Factors to consider include:

□ **Pricing strategies.** Is the menu item in line with your customers' perception of value? Even though automatically raising prices may have worked in the past, the increasing amount of competition makes it almost impossible to pass additional costs on to the customer now. In fact, sometimes prices need to be lowered if they are not in step with customer expectations.

□ **Product merchandising.** Is the item being promoted appropriately for its relative contribution to customer satisfaction and profitability? This applies to both entrees and add-ons.

□ **Combination marketing.** Can certain items be combined with other items for extra promotional punch?

□ **Menu positioning, layout, design.** Does the item have the right amount of visibility on the menu?

□ **Descriptive copy.** Is the descriptive copy appropriate to the item's visibility? Some items deserve mouth-watering description; others deserve none at all.

□ **Suggestive selling.** Are servers recommending the right items to customers? Training can improve performance in this area.

□ **Sales promotions.** Should the item be singled out for special promotions such as couponing?

□ **Point-of-purchase materials.** Should the item be singled out for table tents, placemats, server buttons, banners and other point-of-purchase materials?

□ **Food cost management.** How can the item's margins be maintained or improved through more aggressive, effective buying strategies?

4
A menu that merchandises

A well-developed menu does three things: It reflects the restaurant's marketing position. It sets the tone for the customer's dining experience. And it influences the selection of specific entrees and add-ons.

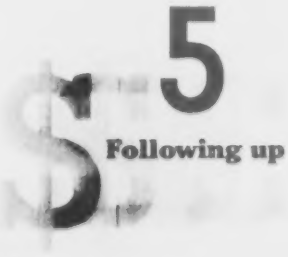
The menu is the end result of the entire menu marketing process. Although it is not the most important part of the system, it is the most visible.

Confusion is the big culprit in menu design. If you remove confusion, your whole menu marketing message will be more readily understood. When the organization is clear and logical, customers can scan your menu in as little as 60 seconds and can make better buying decisions. The more confused your patrons are, the less likely they are to buy the items you most want to sell.

There are ways to make sure your menu communicates clearly. Most importantly, do not begin the graphic design until after the most important menu marketing decisions have been made. Some restaurateurs will go to an ad agency or menu design company before they have decided how menu items should be positioned. That's backwards. Your menu marketing strategy should direct the design, not the other way around. Once all products have been effectively grouped into categories, positioned on the menu to reflect the appropriate level of visibility and sequenced properly within each category, you can consider such factors as image, seasonality, nutrition and current product preference trends.

Once you consider your marketing factors, you can turn the menu over to a menu maker to design a menu that supports the strategy and best conveys your restaurant's image.

One final fact to remember: Because most customers will only remember five to six items on the menu after they put it down, make sure the ones you highlight are the ones that are the crowd-pleasers and the profit-makers.



5
Following up

To keep profit performance at its peak, menu marketing process needs to be an ongoing process. This allows you to keep up with changes in your competition and in such factors as seasonality, product lifecycles, selling prices, food costs, customer preferences and customer demographics.

You must look at the total menu and the four groups—Winners, Loss Leaders, Losers and Great Expectations—examined in the initial analysis and track the performance of each individual menu item. Follow-up is critical to the success of the five-point plan.

Measurable results

Although effective menu marketing takes discipline, time and commitment, the rewards can be well worth the investment of time and money. ❑

MUSHR

Americans are foraging for wild mushrooms—not in forests, however, but in restaurants and supermarkets. They are discovering the range of flavors wild and cultivated mushrooms can bring to their meals and are seeking out mushrooms in record numbers.

Responding to the boom have been mushroom growers, cookbook writers and restaurants. Within the last year alone, two books have been published on mushrooms. Both *Wild about Mushrooms* by Louise Freedman (published by the Mycological Society of San Francisco, 1987) and *Joe's Book of Mushroom Cookery* by Jack Czarnecki (Atheneum, 1986) describe the many varieties of mushrooms, explain their culinary uses and provide recipes.

Even more telling has been the explosive growth in mushroom production. For example, in 1981, Delftree Corporation, a large commercial producer of fresh shiitakes in Hatfield, Massachusetts, sold less than 200 pounds of this all-purpose mushroom each week. In 1986, orders for shiitakes escalated to nearly 2,000 pounds per week, and by the summer of 1987 orders were just under 4,000 pounds. This pattern has been repeated for other varieties.

As demand grows for mushrooms, technology to increase procurement and production also develops. Today entrepreneurs have found ways to cultivate wild mushrooms that were available only sporadically before (such as shiitake and oyster mushrooms) and the cultivation of other varieties, such as chanterelles, morels, puff balls and truffles, may be just around the corner.

CHICKEN BREASTS WITH CHANTERELLES

Serves 4 as a main course

Alternate mushrooms: shaggy mane, morels
Ingredients:
2 cups dry white wine
1 garlic clove, crushed
1 bay leaf
1 parsley sprig
4 chicken breasts, skinned and boned
1½ lbs. chanterelles, chopped
4 Tbsp. butter
3 shallots or 1 medium onion, minced
⅓ cup pine nuts
Chopped fresh parsley
Salt and pepper to taste
Method:
In large saucepan, bring wine, garlic, bay leaf and parsley to simmer. Add chicken, cover, and cook until tender, about 15 minutes. When cool enough to handle, remove chicken and chop into small portions. Strain liquid into medium saucepan.

In saute pan or skillet, saute chanterelles in butter until tender; set aside. Pour liquid from mushrooms into reserved poaching liquid and cook until slightly thickened.

Add shallots, pine nuts, chicken and chanterelles to the liquid and cook uncovered for 10 minutes. Complete dish with parsley, salt and pepper.

—Wild About Mushrooms, *Aris Books; Berkeley, CA, 1987*

MUSHROOM RISOTTO

Serves 4 as a side dish

Mushrooms: shaggy parasols, boletes or chanterelles
Ingredients:
3 cups chicken broth
Pinch of saffron
4 Tbsp. butter
1 Tbsp. olive oil
½ lb. mushrooms, sliced
1 cup Arborio rice
Salt and pepper to taste
2 Tbsp. chopped fresh parsley
½ cup freshly grated Parmesan cheese
Method:
Place chicken broth in saucepan; add saffron and bring broth to boil. Remove from heat. In saucepan, melt butter with olive oil and saute mushrooms for 5 minutes. Add rice; cook and stir until golden. Add heated chicken broth 1 cup at a time, simmering and stirring occasionally until each cup is absorbed and rice is creamy. Add salt and pepper. Sprinkle with parsley.

Serve immediately with cheese sprinkled on top.

—Wild About Mushrooms, *Aris Books; Berkeley, CA, 1987*

This increased availability is definitely affecting restaurants. Chefs from coast to coast are exploring the subtle tastes and textures of many different mushroom varieties—and customers are intrigued and asking for more.

Restaurateur and chef Kevin O'Connell of the Inn at Little Washington in Washington, Virginia, uses oyster mushrooms for grilling, sauteing, frying and stuffing ("They have a sealike taste and a smooth fishlike texture."); nutty, meaty morels (easily dried for use in sauces and soups throughout the year); shiitakes (for their "meaty taste and texture—a good item to use in or as a vegetarian dinner or as an accompaniment

ROOMS

to cocktails") and chanterelles and trumpet mushrooms.

In one unusual presentation O'Connell mixes chopped shiitakes with a thick marinade. He spreads this mixture over a delicate crepe, which he then rolls, chills and slices before serving.

Mushroom expert and author Jack Czarnecki, chef/owner of Joe's, a restaurant that specializes in mushroom dishes in Reading, Pennsylvania, is equally creative. "The interest in mushrooms is coming out of the woodwork," says Czarnecki, who has been picking wild mushrooms since he was a boy. "But," the mushroom expert says, "this interest is not a fad. It's been building for the last 10 years—and now it has peaked."

Czarnecki, who picks many of the wild mushrooms used in his restaurant, has served more than 200 varieties of mushrooms in various dishes.

Although he has a few staple dishes on his menu, Czarnecki changes many entrees regularly to reflect the mushrooms in season. One of his favorite ways to use mushrooms is a fillet of beef with peppercorn and the mushroom *tricholoma equestre* ("man on horseback").

Daniel Hugelier, executive chef at the Amway Grand Plaza Hotel in Grand Rapids, Michigan, and a member of the 1988 National U.S. Culinary Team, uses fresh chanterelles, fresh morels, shiitakes and portabellos.

One of Hugelier's favorite mushroom recipes was created by the U.S. Culinary Team. In this recipe, fresh diced chanterelles and dark hen meat are inserted under the skin of game hens before roasting. He also serves mushrooms en croute, as a garnish, in tureens, pates and purees.

Enhancing the flavor of mushrooms

Despite the many different ways to prepare mushrooms, all mushrooms taste delicious when sauteed in butter. Other flavor enhancers, says mushroom expert Jack Czarnecki, include onions, especially shallots and green onions; fresh sweet peppers—both green and red; nuts, especially walnuts and pine nuts; soy sauce and the spices savory, marjoram, thyme and sage. ❑

FETTUCCINE WITH ZUCCHINI AND MUSHROOMS

Serves 6

Mushrooms: common store, shaggy parasol

Ingredients:

1 lb. mushrooms, thinly sliced
5 Tbsp.. butter
1½ lbs. zucchini, julienned
1 cup sour cream
1 Tbsp. olive oil
1 lb. fettuccine
¾ cup or more freshly grated Parmesan cheese
Salt to taste
¼ tspn. cayenne
½ cup minced fresh Italian parsley

Method:

In large saucepan saute mushrooms in butter over moderate heat for 2 minutes. Add zucchini. Cook until zucchini is tender but slightly crisp. Cool, then stir in sour cream.

Add olive oil to a large amount of boiling salted water, then add pasta and cook until al dente. Drain pasta in a large colander. Add pasta to pan of zucchini and mushrooms. Sprinkle with Parmesan cheese, salt, cayenne and parsley and toss gently.

—Wild About Mushrooms, *Aris Books; Berkeley, CA, 1987*

FRESH TROUT WITH MUSHROOM AND GROATS STUFFING

Serves 4

Ingredients:

1 medium onion, chopped
4 Tbsp. butter
1 lb. wild or domestic mushrooms, blanched
1 egg, beaten
2 cups cooked medium buckwheat groats
Salt and pepper
4 fresh trout, 8 to 12 oz. each
2 Tbsp. melted butter
1 Tbsp. white wine
4 Tbsp. chopped parsley
Whole fresh herbs for garnish
1 lemon
2 oz. pickled mushrooms (optional)

Method:

1. Saute onion in butter until transparent.
2. Chop mushrooms.
3. Blend onions, mushrooms, beaten egg and groats. Salt and pepper to taste.
4. Stuff fish cavity and score.
5. Brush trout with melted butter and sprinkle with white wine.
6. Bake trout in oven for 15 minutes. Garnish trout with parsley, fresh herbs, a wedge of lemon and a few home-pickled mushrooms.

—Joe's Book of Mushroom Cookery; *Atheneum, New York, NY; 1986*

KIDS

Foodservice Trends Special

CHILD
A growing

No segment need miss out on the opportunities offered by the increasing number of children in the U.S. population. Between 1982 and 1986, the number of children visiting restaurants doubled. Although fast food restaurants

Franchise restaurants are consistently staging promotions that tie in with children's toys and cartoon characters. Independent restaurateurs are recruiting children to sit on panels to test new menu items and to offer feedback on restaurant service, and they are opening their kitchens so that kids and chefs can get together for special cooking classes.

Why are operators focusing on children? Because children are a formidable force in the foodservice market. In 1986 there were 63 million youngsters under the age of 18. Over the next 10 years their numbers will grow to nearly 68 million. This market is important not only because of its size but also because of the influence children have on family decisions. A 1982 National Restaurant Association study revealed that 26 percent of children and 32 percent of teens played a role in selecting which restaurant the family would visit. Their influence grew when the outing was to a fast food establishment.

Moreover, changes in family demographics, such as a rising number of working mothers, dual-income families, smaller families and older first-time parents, will mean today's children will be eating more restaurant meals and snacks than did previous generations. Results of a special CREST study, prepared exclusively for the National Restaurant Association, reveals there has already been an increase in children's restaurant usage. In fact, the increase in restaurant traffic for children was double that registered for the population overall between 1982 and 1986. And although they still hold only a small portion of the total market, their share increased over this four-year period.

Children visit fast food restaurants most often

The quickservice segment captures eight of every 10 restaurant visits by children under 18 years of age. Between 1982 and 1986, traffic at these establishments increased 30.5 percent for children under the age of six and 25.2 percent for those between the ages of six and 17.

According to CREST information, young consumers prefer hamburger and pizza quickservice restaurants. Together, these two types of establishments accounted for more than one-half of all children's visits to quickservice restaurants in 1986. Hamburger restaurants alone accounted for 35 percent of the visits. However, since 1982 hamburger quickservice places have lost market share while pizza places have gained market share. During this five-year period, customer counts for children under 18 years of age increased at pizza restaurants as well—by more than 60 percent. Wider availability due to rapid unit expansion within this segment and the growth of home delivery have undoubtedly contributed to the increase.

Since 1982, ethnic restaurants in the quickservice segment have posted strong increases in traffic from children. Quickservice ice cream and chicken places are also popular with children. However, these account for less than 10 percent of all visits for children under the age of 18.

Midscale segment's share dwindled

Although customer counts for children under 18 years of age increased at midscale restaurants between 1982 and 1986, this segment's overall share of total visits dwindled during this period from 15.7 to 13.3 percent for those under the age of six and from 17.2 to 14.4 percent for six to 17 year-olds.

Pursuing the growing family market may be one way for the midscale segment to recoup losses it has incurred over the past several years. According to National Restaurant Association research, consumers visit midscale restaurants most often when dining with their families, suggesting these operators already have a strong foothold in the market. The challenge for midscale operators is to offer more effi-

Kate Conroy is research specialist for the National Restaurant Association.

by Kate Conroy

...DREN
...g market

...continue to be the stronghold for customers under 18 years of age, other segments are making inroads. Since 1982, for example, ethnic restaurants and upscale establishments have attracted more young diners.

cient service while aggressively promoting their menu variety, wholesome foods and relaxed atmosphere. Working parents may indeed welcome the chance to relax in the atmosphere of midscale restaurants.

Some types of midscale restaurants have successfully boosted traffic of younger consumers in recent years. Between 1982 and 1986, customer counts for patrons under six years old rose more than 90 percent at midscale Asian restaurants and by about 70 percent at Italian establishments. Six to 17 year-olds visited each of these types of restaurants on about 30 percent more occasions in 1986 than in 1982.

Young children visit more upscale restaurants

Although upscale restaurants are geared towards adults, children, especially those under six years old, are visiting them more than ever. Couples conditioned to dining at fine restaurants are becoming more reluctant to abandon the practice when they have children. Traffic at upscale restaurants for children under the age of six rose a whopping 43.3 percent between 1982 and 1986. This increase is four times that registered for the segment overall.

Upscale restaurants still capture less than four percent of total traffic for this age group, but their share is up from 1982 figures. Upscale operators may want to adapt menus to suit the palates of young children and find creative means of accommodating these more boisterous patrons while continuing to provide a pleasant, relaxing environment for all their customers.

Customer counts for children between the ages of six and 17 also rose at upscale restaurants during this period. However, the gain was well below that registered by their younger counterparts. Moreover, the upscale segment's share of total traffic for the six to 17 age group slipped slightly between 1982 and 1986.

Whatever their age, children are more likely to visit moderate-check upscale restaurants than higher-check upscale establishments. The moderately priced group of upscale restaurants accounts for the majority of total upscale visits for all children under 18 years of age—about 85 percent. Popular moderate-check upscale restaurants include varied menu, Asian and Mexican.

Takeout is popular with children

Children are frequent takeout customers. More than one-half of all their restaurant visits involve off-premises consumption, compared to 43 percent for the population overall. Moreover, children under 18 years of age have been fueling the expansion of takeout at restaurants, accounting for about one-

Suzanni

Number of children in the U.S. population (in millions)

The number of children continues to grow

	Under 6 years old	6 to 12 year-olds	13 to 17 year-olds
1970	20.9	28.7	20.1
1974	19.9	26.8	21.3
1978	18.9	25.0	20.9
1982	20.6	23.7	18.7
1986	21.7	23.4	18.1
1990	23.0	25.1	16.2
1994	22.7	26.7	17.4
1998	21.7	27.1	18.9

Note: Projections based on middle series
Source: U.S. Department of Commerce, Bureau of the Census

third of the total increase in off-premises traffic between 1982 and 1986. For children under six, customer counts for takeout climbed more than 31 percent, and they rose nearly 29 percent for six to 17 year-olds.

Quickservice restaurants capture the lion's share of all takeout business, and this pattern holds true among young customers as well. More than 90 percent of all children's takeout occasions occur at quickservice restaurants. Midscale places account for less than 5 percent of all off-premises occasions for both age groups, and upscale restaurants hold under one percent. Both segments' share of the takeout market has declined since 1982.

Children are likely to eat their takeout food at home. In 1986, 49.4 percent of all off-premises occasions occurred in the home. For children, the proportions were even higher—59.4 percent for children under six and 60.0 percent for those six to 17 years old. Fifty-seven percent of the restaurant meals consumed at home by children under the age of six were purchased through traditional carryout as were 67.0 percent of those eaten by six to 17 year-olds.

Drive-thru captured nearly one-third of the at-home market for young children and under 25 percent for the older age group. The remaining proportion is accounted for by home delivery. Between 1984 and 1986, traffic counts for home delivery more than doubled for children under six and for six to 17 year-olds. Delivery's share of total at-home occasions nearly doubled over this period with both age groups.

Quickservice restaurants unquestionably hold the dominant position in the takeout market. One reason may be that takeout is not yet as widely available at other types of establishments. Midscale and upscale operators, both of whom have had difficulty building customer counts in today's convenience-driven environment, may be in a unique position to cater to families. Their varied menus can appeal to the more sophisticated tastes of parents and still satisfy young appetites. Offering complete takeout meals, including salad, entree, vegetable and even dessert may attract parents looking to recapture that home-cooked feeling of the family meal they enjoyed as children.

Targeting takeout at families is one way operators can expand their customer base. Some operators, especially upscale restaurateurs, may be reluctant to target families for on-premises dining because children can have a disruptive influence on other patrons. However, they can tap the growing family market by catering to their off-premises needs. In turn, the adults may remember the restaurant when the occasion calls for dining out.

Percent change in restaurant traffic for children 1982—1986

Visits to restaurants by children, especially those under six years old, increased more than those for the overall population

	All restaurants	Quickservice	Midscale	Upscale
All ages	10.8%	19.7%	−7.3%	10.0%
Under 6-year-olds	27.4	30.5	24.2	43.3
6 to 17 year-olds	20.8	25.2	1.3	16.8

Source: National Restaurant Association CREST survey

Distribution of eater occasions by day of week and meal periods in 1986

Young children ate at restaurants more during the week, whereas older children dined out most often on weekends.

	All ages	Under 6 years old	6 to 17 year-olds
Weekday	56.2%	51.4%	45.3%
Breakfast/a.m. snack	7.7	5.6	3.7
Lunch	25.4	20.2	13.5
Dinner	17.2	18.5	20.2
p.m. snacks	6.0	7.2	8.0
Weekend	43.8%	48.7%	54.8%
Breakfast/a.m. snack	5.2	4.9	5.5
Lunch	10.8	12.8	12.7
Dinner	22.6	25.0	28.9
p.m. snacks	5.1	6.0	7.7

Source: National Restaurant Association CREST survey

Weekday versus weekend visits

The timing of visits varies by age. Children under the age of six eat at restaurants most often on weekdays, and lunch is the meal they eat out most often during the week. Most of these lunches—eight out of 10—are eaten at quickservice places. Sixty percent occur at hamburger restaurants.

On weekends, children are most likely to eat dinner at a restaurant. Quickservice places, most notably

Percent of occasions for off-premises dining
1982—1986

Children opt for takeout on more than one-half of all restaurant occasions

	Total restaurants		Quickservice		Midscale		Upscale	
	1982	1986	1982	1986	1982	1986	1982	1986
All ages	39.8%	43.0%	56.9%	58.8%	13.3%	12.9%	6.2%	5.7%
Under 6 years old	52.8	54.4	61.0	62.2	17.7	16.1	13.6	12.0
6 to 17 year-olds	50.1	53.2	59.2	61.6	17.1	17.4	10.7	8.9

Source: National Restaurant Association CREST survey

Children's favorite restaurant foods

Soft drinks, french fries and hamburgers are children's top restaurant food choices

	Proportion of occasions
Under 6 years old	
Soft drinks	36.4%
Total sandwiches	36.0
• Hamburgers/ cheeseburgers	25.6
French fries	33.4
Pizza	16.5
Chicken—all types	11.9
• Fried chicken	9.8
Ice cream	9.7
Milk	9.5
Total breads	6.2
Donuts/sweet rolls	3.9
Juice	3.6
6 to 17 year-olds	
Soft drinks	43.4%
Total sandwiches	35.4
• Hamburgers/ cheeseburgers	24.9
French fries	32.1
Pizza	19.0
Chicken—all types	10.3
• Fried chicken	9.2
Ice cream	10.1
Side dish salads	6.7
Total breads	6.3
Other desserts	6.4
Mexican foods	4.3

Source: National Restaurant Association CREST survey

hamburger and pizza restaurants, are again the top choices of young consumers. In 1986, pizza places have come on strong and now have a larger slice of the market than they did in 1982—31.7 versus 25.1 percent. Hamburger fast food places, on the other hand, experienced a decline in their market share from 43.8 percent in 1982 to 40.0 percent in 1986.

Six to 17 year-olds eat more restaurant fare on the weekend than during the week. More than one-half of all eater occasions for this age group occur on Saturdays and Sundays versus 48.7 percent for the under six age group and 43.8 percent for the population overall. Dinner captures the largest share of weekend visits for six to 17 year-olds. In 1986, pizza quickservice restaurants captured 38.5 percent of total restaurant weekend dinner traffic for this age group—up substantially (12.5 percent) from 1982. Although quickservice hamburger restaurants also enjoy frequent visits from six to 17 year-olds at the weekend dinner occasion, their share of the market slid from 37.8 percent to 32.0 percent. Hamburger places have suffered some losses with this age group on weekdays as well, yet continue to hold the largest share of total visits for the dinner occasion.

What do kids eat?

Looking at a list of the foods children are most likely to order when dining in restaurants may not reveal anything new to most operators. It is common knowledge that kids like hamburgers, french fries, pizza and chicken. Children under the age of six show a greater preference for cold cereal, hot dogs, milk, fried chicken, french fries and juices than do consumers of all ages. Pizza, french fries, soft drinks, hot dogs, milk and ice cream are among the items six to 17 year-olds are more likely to order than are consumers overall.

What might come as something of a surprise, however, is that children are becoming more adventurous eaters. The intriguing taste of ethnic cuisines has not escaped the notice of young patrons. Mexican and Asian foods may still be ordered by children on a small proportion of total occasions, but that proportion is on the rise across all age groups. Young children, those under the age of six, have dramatically increased their orders for both Mexican and Asian foods. And pasta, a mainstay of many Italian establishments, has caught on with six to 17 year-olds. Breakfast sandwiches, rice and juice are other menu items that are becoming increasingly popular with children.

In sum

Catering to children is becoming increasingly important as more families call upon restaurants to prepare their meals. Flexibility is critical to successfully meeting the diverse needs of this dynamic market. Restaurateurs who are willing to adapt menus and service methods to accommodate parents and their children are sure to expand their loyal customer base. ❑

KIDS

To Your Health Special

NUTRITI
How best to fee

by Claire Regan, R.D.

If you are thinking of developing a children's menu, the time couldn't be better. The number of children under the age of 14 is growing. In 1985, this segment accounted for 20 percent of our population, and the number of children under the age of five is higher than at any time since 1960. Plus, adults seem to be receptive to menus for children. Seventy-two percent of the adults surveyed in the National Restaurant Association study, *Consumer Nutrition Concerns and Restaurant Choices,* strongly agreed that restaurants should offer meals specifically prepared for children (see ***Restaurants USA,*** October 1986).

Nutritional considerations

Menu planning for children does require special consideration. Although children require all essential nutrients provided by a balanced diet, they have some specific nutritional needs:

Energy. Children need a considerable amount of calories to support growth. While their energy needs are

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Serving the modern family: understanding required

by Candice Leonard

It's 6 p.m. on a weekday night. Mom and Dad have just arrived home from work, one of them stopping on the way to pick up the kids from day care and an after-school program. It's dinner time, but Mom and Dad are too tired to cook. So they decide to eat out someplace where adults and kids can have a choice of good quality food at reasonable prices—and some calm.

The restaurant needs of the modern family are simple: quality food in a stress-free atmosphere. These needs can be met by offering a wide choice of nutritious foods for adults and children—fresh fruit, green vegetables and broiled items—and family-sensitive service that encourages parental control over the experience.

Parents need to control what and when their children eat. This control is not only necessary for the child's physical well-being, but it is also necessary for the parents' emotional well-being.

Parental control helps ensure a stress-free meal. When families eat in restaurants, parents often give up the control they have over meals at home. Children recognize this, and so eating out often becomes an occasion for a power play and a renegotiation of rules regarding what and how much gets eaten. Family-sensitive service can go a long way toward giving parents control over the dining experience.

For example, children love to fill up on bread and butter while waiting for their dinner. If breads and rolls are routinely served, it is a good idea to ask whether the family wants them. If a parent orders milk for a child, it is inappropriate for the server to ask, "Will that be chocolate or regular?" It is the rare child who prefers regular milk to chocolate and posing the question in this way is almost guaranteed to lead to a clamor for the chocolate version. Moreover, bringing a child's beverage before the meal usually means the child will fill up on the beverage and not eat dinner. Parents will appreciate being asked when their child's beverage should be served.

Serving a child last—making him or her wait while others have started

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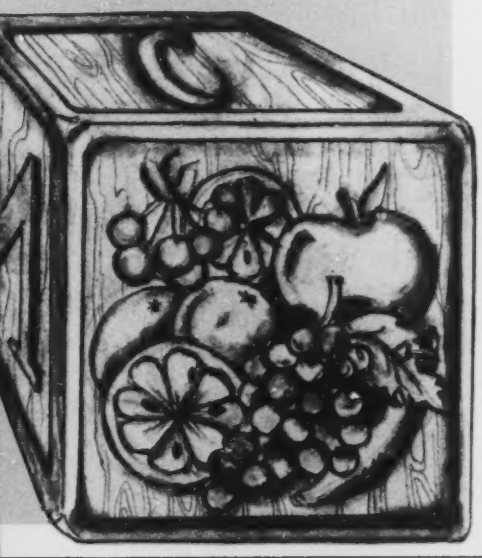

relatively high (see chart), their capacity for food is much smaller than that of adults. For this reason, frequent meals and snacks are an important part of a child's diet.

High energy does not mean high fat, however. Because there is a high incidence of heart disease in the U.S. population, the government's dietary guidelines urge that fats, especially saturated fats, and cholesterol be limited in our diets. This recommendation applies to youngsters as well as adults.

Calcium is essential for both bone mineralization (hardness) and bone growth; both increase during the first 20 years of life. Adequate childhood calcium intake is correlated with consumption of milk and milk products, as nondairy food contributes less than one-half of a child's calcium requirement.

Sodium. Children need considerably less sodium than do adults, yet they often eat the same foods. Consequently, most children consume far more sodium than they need.

Food sensitivities are more common in young children than adults. The most common allergenic foods for this population are cow's milk, eggs, soybeans, peanuts and other nuts.

Iron-deficiency anemia can affect a significant number of preschool age children. Many are vulnerable because they did not receive iron-fortified formula or cereal during infancy or because they favored milk over high-iron foods as toddlers. Because preschoolers' iron requirements are high relative to their caloric needs, they need iron-rich foods, such as meats, enriched breads and cereals, dried fruit, legumes and green, leafy vegetables. Vitamin C enhances absorption of iron from nonmeat sources, which is less efficiently absorbed than iron from meats.

eating—should be avoided. In fact, many parents would like the option of serving their children first.

By the age of 3 or 4, many children want every meal to be followed by dessert. However, parents often see dessert as a once-in-a-while treat. In any case, the family need not be reminded that it is dessert time. The mention of the word can start an intergenerational brawl! A simple, "Will there be anything else?" will get the idea across. The question of dessert can also be handled by having some healthful, non-gooey aftermeal offerings, such as fresh (with no added sugar or syrup) fruit. A well-planned, health-conscious children's menu can let parents know about desserts they will gladly say "yes" to.

There are several important products that add to family-sensitive service. The first of these is the bendable straw. While it may seem trivial and unimportant, the bendable straw is so much easier for children to use than straight drinking straws. Children will often bend straight straws and be unable to drink. A child attempting to maneuver a glass with a straight straw into a usable position is more than likely to spill, break the glass or whine with frustration—all of which can be easily avoided. Related to the matter of spills and messes, parents will be glad to see extra napkins during the meal and the little moist towelette in the foil pack. Parents love these towelettes as much as the kids do, and they can easily be brought with the check at the end of the meal.

The most important ingredient for family-sensitive service is servers who are friendly but not chatty, and who are nonjudgmental and do not comment on or enter into the family interaction. Family-sensitive service means making the family feel welcome and comfortable.

Menu suggestions

Here are some menu suggestions that can help you offer more than the traditional hot dog, hamburger or grilled-cheese sandwich. Some of these selections are obviously more appropriate than others for toddlers eating with their fingers.

- ☐ Individual pizzas
- ☐ Sloppy Joes
- ☐ Macaroni and cheese
- ☐ Shish kebab (remove skewers before serving younger children)
- ☐ Pot roast
- ☐ Cheese and crackers
- ☐ Raisin-studded cottage cheese, sprinkled with cinnamon
- ☐ Sliced chicken or turkey breast
- ☐ Chicken or turkey drumstick
- ☐ Campfire stew
- ☐ Spaghetti with meatballs
- ☐ Scrambled eggs
- ☐ Hard-boiled eggs
- ☐ Salads (no dressing for finger diners)
- ☐ Cut raw vegetables
- ☐ Stuffed celery sticks (use cottage or cream cheese, peanut butter, tuna or egg salad)
- ☐ Corn on the cob
- ☐ Baked potatoes
- ☐ Baked beans
- ☐ Cole slaw
- ☐ Bread sticks
- ☐ Bagles
- ☐ Popcorn
- ☐ Graham crackers or vanilla wafers with peanut butter
- ☐ Fruit kabobs (remove skewers before serving younger children)
- ☐ Assorted dried fruit
- ☐ Fruited yogurt
- ☐ Oatmeal raisin cookies

Menu planning for children
Not only do children's nutritional requirements differ from adults, their food preferences and feeding skills differ as well. These must be taken into account when planning menus for children.

Food preferences. Some common assumptions about children's food preferences are accurate while others are based on misconceptions. For example, preference for mild foods is not universal among children. Youngsters tend to favor foods that are familiar, regardless of their seasoning. In fact, children tend to be more sensitive to temperature and texture than to flavor. Children seem more receptive to lukewarm or room temperature foods than to foods that are extremely hot or cold. Soft, fluffy foods, such as mashed potatoes or pudding, are more popular than are heavy, sticky items. And crisp vegetables (raw or cooked but still firm) stand a better chance than their soggy counterparts.

Another questionable assumption is that children are more receptive to plain foods. This is debatable given their acceptance of mixed dishes, such as macaroni and cheese, pizza, spaghetti with meat sauce, stews and casseroles.

Presentation. The presentation of food tends to influence its acceptance by children. Finger foods are popular, especially for one to four-year-olds who are not proficient with utensils because of their limited muscle coordination. Finger eating also allows exploration of texture, a normal component of child development.

Large portions tend to overwhelm young diners. For preschoolers a rule of thumb for portions is one tablespoon for each year of age. Utensils and dishes, too, should be scaled down. Salad forks and small spoons are suitable and are easier to use when food is served in a deep dish or one with compartmental dividers. Small cups are a better fit for small hands, and chances of spillage are reduced when cups are only partially filled.

Cute foods (for example, those shaped like dolls, boats, animals, etc.) can confuse children. Because they appear "fun," children can be reluctant to eat them. It is better to reserve the games and toys for the menu or post-meal giveaways.

Portions should be served ready to eat whenever possible. For instance, cut meals into bite-size portions, shell hard-boiled eggs, butter toast, insert straws into beverages and apply condiments to hamburgers or hot dogs.

Menu items. When developing children's menus, limit the selection because school-age children reading the menu have short attention spans. Be sure to make the selection titles familiar so the child can relate to the foods offered.

The traditional meal component—appetizer, entree, vegetable, potato, dessert and beverage—will not always work with this audience. An acceptable meal could be sliced cheese, breadsticks, a fruit kabob and a glass of low-fat milk. Do not be afraid to offer foods that may seem inappropriate for the meal period. For example, dried cereal may appeal to a fussy eater at lunch or a toasted peanut butter sandwich could be a hit at breakfast. ❑

Nutrient requirements

	1 to 3 year-olds	4 to 6 year-olds	7 to 10 year-olds	Adults*
Calories	1,300	1,700	2,400	2,000–2,700
Calcium**	800	800	800	800
Sodium**	325–975	450–1,350	600–1,800	1,100–3,300
Iron**	15	10	10	10–18

*Based on needs of those between 23 and 50 years of age
**milligrams
Source: National Academy of Sciences, *Recommended Dietary Allowances*, Ninth Edition, 1980

by Linda Durling

By 1990 there will be about 23 million of them. Twenty-three million wiggly, giggly, squirmy little beings, all under the age of six. Don't be fooled by their size. These preschoolers are a force to be reckoned with. Their tiny voices can be very persuasive. When little Bobby and Suzy find a restaurant that treats them right, they will be sure to let their parents know.

One way that restaurants have catered to these youngsters—and their working parents—is to provide entertaining menus that occupy the children's attention during the before-dinner wait. As the entries in this year's Great Menu Contest demonstrated, these menus are far more colorful and engaging than ever before.

MENUS

Ways to keep kids busy before the meal arrives

Eat 'N Park

Three winners up close

All three winners in the specialty category of the 1987 Great Menu Contest were children's menus. Winning first place was the menu developed by TGI Friday's, a 116-unit national chain headquartered in Addison, Texas.

Called "Ff is for Friday's Big and Little Children," the menu is 8 inches wide and 9¾ inches high. It consists of nine four-color cardboard pages (with selections on the front and back) that feature different letters of the alphabet, each highlighting a specific entree, beverage or dessert. Fanciful illustrations are the signature of this menu. Children not only read that "Kk is for Kid's Shrimp", for example, but they also see a childlike drawing of a little shrimp riding a bicycle. (The shrimp, with its impish grin, wears a baseball cap.) Farther on in the menu, under the heading "Dd for delicious drinks," kids delight in the leopard lady that invites them to try the drink that blends "chocolate chips, orange sherbet and vanilla ice cream for a roaring good time" or in a large banana attacking a city, to illustrate the "Banana Kong—a colorful, fruity drink of strawberries, bananas, orange sherbet and vanilla ice cream."

The vibrant menu, held together in a flash card fashion with metal rings, is the first menu T.G.I. Friday's has developed solely for children. Before its creation three years ago, entrees for kids only merited a small section on the adult's menu.

Lindy Groom, director of marketing at TGI Friday's, said the restaurant made the switch to the children's menu to help bring more children into the restaurant. He says the effort has paid off with increased traffic and positive customer feedback. Although the price of producing each menu is high ($6.35), the two-ring binder design permits specific pages to be replaced when entree selections change, without having to throw away the whole menu. Further, says Groom, the cardboard is sturdy and lasts longer than many lighter-weight menus. These factors lead to long-term savings.

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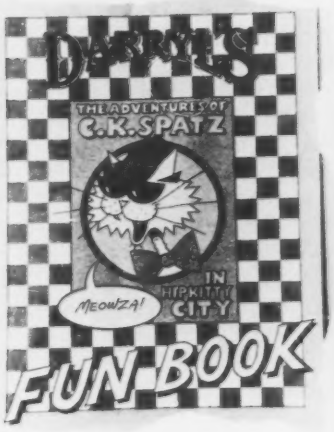

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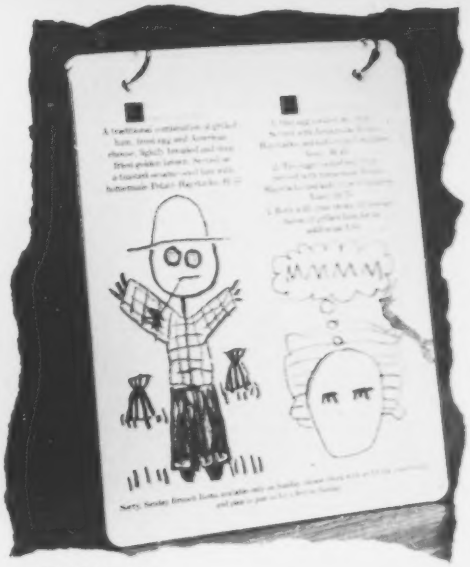


TGI Friday's

Flip books, gift boxes

Eat 'N Park, a 46-unit family restaurant chain in western Pennsylvania, has been experimenting with children's menus for about eight years. Almost every year the chain changes its menu concept to keep children interested and excited in its restaurants.

The present oversized menu (8¼ inches wide by 14½ inches high) is a four-color, four-page laminated rendition of the "Land of Good Food." The cover, a map, opens to reveal food items turned into familiar landscape images. Everything in the picture is made of food—from the "dessert island" with its hot fudge falls and sundae mountain to the hot dog submarine and pizza boat with a grilled cheese mast to the mainland featuring mountains made of hamburgers, a river of lemonade, chicken fillet ledges, broccoli and celery trees and a chili pond. In short, the imaginative drawing invites discovery for both children and parents during the trying before-meal waits. The menu, printed over the illustration, echoes the visuals.

Despite its appealing features, this Eat 'N Park menu is more traditional than the concept the chain has tried in the past. Flip books and gift menu boxes were popular precursors used a few years back. Both of these more unusual menus won awards in the 1987 Great Menu Contest; the flip books took second place; the gift boxes took third place.

The thumb-size flip books were 3 inches by 2 inches. Children could hold the 24-page, four-color books and flip through to see a moving scene. For example, the Christmas flip book showed how a bare fir tree made friends with a star and then transformed into a Christmas tree. Starting at the back of the book and flipping forward, children could see the menu selection.

The 3 by 4-inch rainbow-colored gift box called "Eat 'N Play" featured 12 attached cardboard panels that unfolded into a strip of fun activities on one side and colorful entree descriptions on the other side. Depending on the season, a different theme was portrayed through games, riddles and illustrations. In a November version, for example, the theme of Thanksgiving dominated. Two of the panels showed an illustration of Thanksgiving, circa 1623. But amidst the pilgrims' and Indians' historic feast were scattered accoutrements of modern-day America. The young guest was asked to identify "What wasn't here then?" The answers included a telephone, toaster and television.

A maze on another panel asked kids to help cartoon children find their way to Fort Pitt Block House, a Pittsburgh area site, and the riddle page asked such titillating questions as, "What was the most popular pilgrim music?" The answer: "Plymouth Rock."

Even after all the activities were completed, the fun wasn't over. The individual panels could be separated and, using preformed notches, built into houses or other structures.

According to Basil Cox, vice president of marketing for Eat 'N Park, these menus, which were created in conjunction with the Pittsburgh-area Family Communications Company, were designed to be rewarding to children on an emotional level, a learning level and an experience level. And they were successful. However, the menu boxes were discontinued because of high cost.

Other notable entries

□ **Masks.** Banana's, a 275-seat restaurant in Boulder, Colorado, has had great luck with its menu, which features a banana in a space helmet on one side and a listing of entrees and questions about space exploration on the other side.

At 10 cents per unit, the menu is inexpensive enough that owner Wayne Dozier is happy to have his pint-sized customers take them home as a souvenir.

The black, khaki and yellow mask is easy to wear. The eyes are cut out, the nose is perforated and an elastic band is attached. Older youngsters, not interested in playing make-believe with the mask, can challenge themselves with the space exploration questions. For example, they are asked, "How many bananas, laid end to end, would you need to reach the sun?"; "If you could throw a banana 30 feet in the air on earth, how far could you throw it on the moon?"; and "If a bunch of bananas weighed six pounds on earth,

how much would the same bunch weigh on the moon?"

Dozier said a graphic artist friend designed the mask for him seven or eight years ago. The artist also came up with the questions and answers. The menu has been so successful that Dozier has not felt the need to change the format. "Children love it! You see all the little kids walking out of the restaurant with the masks on," he beams.

□ **Hats.** Children dining at one of Grisanti's five Italian family-style restaurants across the country have the opportunity to play "chef" during their mealtime. The 15-month-old chain of restaurants, headquartered in Louisville, Kentucky, provides children with a menu that can be turned into a chef's hat.

The 2-foot wide and 8½-inch high black and white menu can be fitted around a child's head by inserting a tab into a slot. Suddenly the child feels like a professional chef. "They feel they are part of the restaurant," explains Michael Sodofsky, director of marketing for Grisanti's.

Young guests also receive two crayons to color on the front side of the hat (which includes the menu) and to solve the puzzles on the back side.

Eat 'N Park

One puzzle asks children to make their way through a spaghetti maze to reach a meatball. Another asks them to find the words *pasta, Italy* and *pizza,* in a word puzzle. And a third asks them to unscramble a sentence (Eating at Grisanti's is fun). There is also space for five tic-tac-toe games.

□ **Comic books.** Darryl's, a 27-unit chain in the Southeast, combines a comic book format with games. Darryl's "Hip Kitty" is "Cool Cat K-Spatz," as the eight-page menu explains, and he leads the children through various activities.

On one page he "sings cool jazz tunes and hip little ditties" and the child reader is asked to "connect the dots for his back-up kitties!" On other pages children are asked to circle items that are blue in real life and to find a matched set in a group of nine pictures of C. K. Spatz in various striped and polka-dotted outfits.

According to Linda Benedict, Darryl's marketing manager, the comic book menu represents the end stage of an evolution. In the past few years the chain switched from a standard coloring book to a placemat to the "Hip Kitty" comic/fun book, which started in January 1987. "This format is a little more expensive, but we're getting great feedback," Benedict says. "Plus, it keeps the 10-year-olds and under busy."

Darryl's also gives children a little box of crayons and a balloon. She says children react well to this special treatment.

□ **Placemats.** Finley's American Restaurant, a three-unit family restaurant in Michigan and Pennsylvania, switched three years ago from a coloring book to a placemat format for its children's menus. The 10-inch by 14-inch placemat, called a "Doodle page," displays birds and large animals engaging in whatever play fits the season. There are mazes, puzzles or dot-to-dots for children to solve and an unusual feature is a "how to draw" panel which gives young patrons a hand in drawing one of the featured animal characters.

Kim Hunt, assistant director of marketing, says Finley's changes the menu five times per year to reflect the season. The winter menu, for example, asks children to draw a face on a snowman, help "Millie find the skating pond" through a maze, and teaches children how to draw the insect "Ollie."

Kids' menus should be for patrons 9 years old and younger

Children's menus should be geared toward the 9-year-old and younger age group, says consultant Norma Grey, president of Foodcrafters Foodservice Consultants, consulting in Burke, Virginia, and judge in the 1987 Great Menu Contest. "Most restaurants put an age limit of under 12 on their children's menu, but most of the 10 to 12 year-olds would rather order from the adult menu—which is better for the restaurant check average," Grey says. The solution: "Scale to younger children in both menu selections and design. It's the smaller children you want to keep busy," she says. It's also the younger children who are more likely to share a meal with their parents if there isn't a smaller portion size available. Gearing to younger children means offering simple activities, such as connect-the-dots or finding a way through a maze and offering fun finger foods.

Children's menus should be inexpensive and disposable, she adds. "If they are not, the premise is almost undone," she says. In her mind, the restaurant owners should feel comfortable with children handling, playing with and drawing on the menus and then taking them home after dinner as a souvenir of the great time they had.

Hunt says the restaurants switched from a coloring book to the vertical doodle page because it is more cost-effective and immediately engaging.

In sum

Many restaurants are already reacting creatively to the baby boomlet of the 1980s. Dots to connect, images to ponder, mazes to solve, jokes to giggle at or cool cats (and hip kitties) to read and color are just some of the ways operators are designing menus to attract children (and the parents who come along with them) without sacrificing decorum or the enjoyment of childless patrons. ❑

Johnson & Wales honors Balestreri

Johnson & Wales College recently honored National Restaurant Association Past President Ted J. Balestreri (Sardine Factory, Inc.; Monterey, CA) with an honorary doctor of business administration degree in hospitality management.

Balestreri received this latest honor at the commencement exercises of the Culinary Arts Southern Division Branch campus of Johnson & Wales College in Charleston, South Carolina.

Johnson & Wales President Morris Gaebe confers honorary degree on Association Past President Ted J. Balestreri. From left to right are Gaebe; Walter Anhalt, director of the college's Culinary Arts Southern Division Branch Campus, Balestreri and John A. Yena, executive vice president of Johnson & Wales.

When conferring the award, Johnson & Wales President Dr. Morris Gaebe said, "You are a leading figure in America's hospitality industry. While cultivating your own personal business interests, you have advanced your industry—our industry—to the prominent position it now holds in the United States."

Balestreri is the co-owner of the Sardine Factory, which opened with 72 seats in 1968 and now is the recipient of a number of industry awards. Some of the more prestigious include the Ivy Award, the Travel/Holiday Magazine Award since 1971, the Mobil Travel Guide Award and the honor of being one of 50 restaurants to participate in the "Taste of America" at President Reagan's inaugurations in 1981 and 1985.

Elmont speaks out against mandated parental and medical leave

National Restaurant Association Director Stephen E. Elmont (Creative Gourmets, Ltd.; Boston, MA) recently spoke out against S. 249, the Parental and Medical Leave Act introduced by Sen. Christopher Dodd (D-CT). If enacted, S. 249 would require employers to provide parental and disability leave of up to 44 weeks while continuing health benefits and guaranteeing a job upon return.

In testimony before the Subcommittee on Children, Family, Drugs and Alcohol of the Senate Labor and Human Resources Committee, Elmont testified that such a broad government mandate neglects to consider the individual circumstances of each employer and the particular needs of the employer's work force. S.249, he said, "needlessly drives up costs for benefits, and worst of all, undermines the current trend toward flexible benefit policies."

Elmont pointed to recent private sector initiatives such as alternative work schedules, flextime, reduced work weeks, job-sharing, part-time employment, child and dependent care programs, employee-assistance programs and flexible benefit plans.

Describing the potential effect on his own operation, Elmont explained that the proposed bill would disrupt operations, upset recruitment and training and could lead to as many as 20 to 30 employees going on leave at one time.

Elmont spoke on behalf of the Association and the Concerned Alliance of Responsible Employers (CARE). The National Restaurant Association is one of the founding members of CARE, a group of more than 150 organizations actively seeking to ensure that the current voluntary system of benefit structuring remains in place.

Grisanti tells media: Rise in minimum wage hurts poor

Michael J. Grisanti's (Grisanti, Inc.; Louisville, KY) new responsibilities as chairman of the board and president recently took him to the editorial boardroom of the *Wall Street Journal* (Grisanti is scheduled for a media tour of Chicago later this month).

Grisanti carried with him *The Minimum Wage Research Review*, a summary of major recent studies on the effects of minimum wage laws. He also presented the association's position that a minimum wage rise fails to help the working poor. With only one in 10 minimum wage earners classified as members of poverty-level households, research indicates that an increase in the minimum wage affects middle class youth and spouses of heads of households, he said. In fact, Grisanti pointed out, an increase in the minimum wage forces employers to decrease the number of work hours available to entry-level and part-time employees, thus eliminating the jobs of at least some current minimum wage earners.

"In general the public is predisposed toward raising the minimum wage," Grisanti told *Wall Street Journal* editors and reporters. "But that is because they have not analyzed the argument, studied the demographics and considered the effects of a proposed increase. We look to you, the media, to educate the public on the error of this well-intentioned but misguided legislation."

Association Vice President Jim L. Peterson (Whataburger, Inc.; Corpus Christi, TX) and other members of the board of directors are visiting the media in other major media markets.

Grisanti invites all members of the association to join in this effort. Members interested in serving as spokespersons should contact the association's Communications Department, 311 First St., N.W., Washington, DC 20001; (202) 638-6100 or (800) 424-5156.

Elmont and Maynard win silver plates

National Restaurant Association Directors Steve Elmont (Creative Gourmets, Ltd.; Boston, MA) and James H. Maynard (Investors Management Corporation; Raleigh, NC) were among the nine foodservice professionals to receive the International Foodservice Manufacturers Association's (IFMA) 1987 Silver Plate Award.

In existence since 1955, IFMA's prestigious plate award honors outstanding operators representing nine areas of foodservice: business and industry; chain, fast food; chain, fullservice; colleges and universities; contract food management; elementary and secondary schools; health care and public institutions; hotels and lodging and independent restaurants.

Elmont, a member of the association's board since 1984, won in the contract food management category. Maynard, a board member since 1983, won in the chain, fullservice category. (Investors Management Corporation is the holding company for the Golden Corral chain.)

Each year one silver plate award winner is selected to receive IFMA's Gold Plate Award and the title of Foodservice Operator of the Year. Gold and Silver Plate winners are selected by a jury of foodservice trade publication editors and the previous year's Gold and Silver Plate winners. Joseph Baum, restaurateur/consultant of the Joseph Baum Company and creator of such restaurants as the Four Seasons, Windows on the World and Aurora in New York City, received the 1987 Gold Plate Award.

Fisher's Law #84

How to choose a lawyer

Every business organization needs the assistance of professionals and specialists, such as accountants, lawyers, advertising agencies and others, to look after activities beyond the scope of its generalists. Selecting a lawyer or a law firm is a particularly challenging task, and, having done it on a number of occasions, I have developed some keen insight into the selection process and lawyer/client relationship. With humility, I'm glad to share these "rules" with you.

1. You must realize that lawyers work very hard. Although their definition of "work" may be a little different from yours, I have been told by many lawyers that when they are at the club, the golf course, pool, tennis courts, on a fishing trip or with a companion at a warm water sun spot in the dead of winter, they are really working. Such dedication is rare these days.

2. Because lawyers thrive on challenges, you should select one for whom your situation represents a challenge. For example, if you want to acquire or merge a business, you may want to consider a good divorce lawyer. If you have a problem involving labor relations, an estate lawyer may be the answer; or if your problem concerns a fringe benefits matter, someone well versed in copyright law should be considered. Those things would really be challenging to the lawyer(s) you select, and that will cause them to work long and hard on your behalf.

3. Because lawyers also thrive on controversy, you may want to select a controversial lawyer. If his/her name is in the paper all the time, you can tell your friends, "That's my lawyer." If your lawyer does not have a very good reputation, you may be able to save on expenses. I have found that disbarred lawyers are the least expensive, and they are usually most anxious to do something right.

4. Always put your lawyer on a retainer; never ask him/her to bill you by the hour. Yes, it is true that some lawyers on retainer will ask you for more money because new situations arise that were not contemplated when the retainer agreement was struck, but that is just a sign that you must be getting more successful to be involved in all these legal matters. How exciting!

5. Never give your lawyer all the facts. A good lawyer will discover the facts anyway. (That's a good test for the lawyer.) Besides, the lawyer working *for* you today could be the lawyer working *against* you tomorrow, and you don't want to give away all your secrets.

6. Never maintain a relationship with a lawyer for more than two years. Fire him/her. Most lawyers are intellectually arrogant anyway, and such a move will put that lawyer in the proper place. You can always get another lawyer; there are so many of them these days.

7. Let your lawyer entertain you lavishly. He/she should be grateful for your business, so enjoy being entertained. Don't worry, the tab will never come back to you in the invoice you receive with a mark-up.

8. Never demand an accounting. Lawyers will charge you for the time they spend on your behalf; and if they spend a lot of time tallying up how they have spent their time for you, they could develop a multi-page invoice. Because you don't want to pay for having your own invoice calculated, do not request an accounting.

9. If you ever go to court or enter negotiations, etc., be sure you do the talking. You will want to let everyone know you are your own person and, therefore, don't need someone else speaking for you. Everyone considers a lawyer to be a "mouthpiece" anyway. It's "expected" that your lawyer will be at certain forums, that's why he/she should be in attendance, but you should be doing the talking and giving the guidance to the lawyer.

10. Consider using a paralegal rather than a fully credentialed attorney. Paralegals generally know more about the law anyway; they are more humble and less expensive.

Fisher's Law #84: *Lawyers beget lawyers, who beget issues, which beget expenses. Try to forget them, rather than beget them.* Whoops, I have to go now. My lawyer is here.

Restaurant beverage trends

Who drinks what, where

Beverage choices are changing at fast food and tableservice restaurants. Although soft drinks continue to be the beverage of choice at both types of establishments, other beverages, especially tea and bottled waters, are making gains. Alcoholic beverage consumption has declined but seems to have bottomed out in 1984.

Who drinks soft drinks in restaurants? How much coffee on average does a restaurant patron consume in one year? What's happening to alcoholic beverage consumption away from home? To answer these and many other frequently asked beverage trend questions, the National Restaurant Association commissioned a special study to investigate consumer beverage choices in 1986 and examine how they have changed since the beginning of the decade.

The data obtained from National Family Opinion's Share of Intake Panel (SIP) shows who is drinking which beverages, where they are consumed and how much is being consumed.

Beverages included in the study were soft drinks, coffee, tea, milk, fruit juices, bottled waters, other nonalcoholic beverages,* liquor, wine and beer.

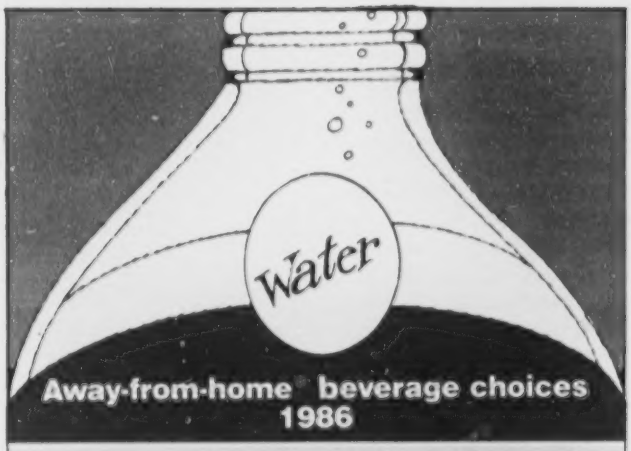
Drinking patterns have changed

An analysis of SIP information indicates that consumers have altered their away-from-home** beverage consumption patterns between 1980 and 1986. At fast food restaurants, soft drinks still dominate consumer beverage orders although the total volume of soft drink consumption has slipped as some individuals have switched to tea. Tea consumption at restaurants other than fast food is also growing rapidly. Bottled water consumption is up dramatically but still represents less than 1 percent of total away-from-home consumption. The volume of alcohol consumption, while down from 1980, has risen somewhat since 1984, indicating that the decline in alcoholic beverage consumption at restaurants has bottomed out.

The analysis of away-from-home beverage consumption is based on two different measures: (1) the total volume or ounces consumed and (2) the number of drinkers consuming a beverage. The number of drinkers, referred to as penetration, is a measure of product appeal while the volume shows the total consumption that a particular beverage attracts. Since both of these measures may be examined on a demographic basis, such as age and sex, the SIP data provide information on who is consuming each beverage.

*Includes chocolate/cocoa, milkshakes/malts, fruit drinks and powdered soft drinks.

**Away-from-home refers to fast food restaurants, other types of restaurants, bars and private clubs. It does not include beverages consumed elsewhere, including sporting events, private in-house parties, office/work, school, picnics/camping or another person's home.



Away-from-home* beverage choices 1986

Soft drinks still head the beverage list for away-from-home choices at all types of restaurants

	By individuals	By volume
Soft drinks	65%	34%
Coffee	30	24
Tea	24	14
Milk	10	3
Fruit juices	9	2
Bottled waters	1	**
Other nonalcoholic beverages	18	5
Liquor	10	2
Wine	7	2
Malt	12	14

*Away from home includes fast food restaurants, other restaurants, bars and private clubs. It does not include beverages consumed elsewhere, including sporting events, private in-house parties, office/work, schools, picnics/camping or another person's home.
**Less than 1 percent
Source: National Restaurant Association, NFO Share of Intake Panel

Soft drinks top overall consumption

Soft drinks are the undisputed leader in terms of number of drinkers (penetration). In 1986, more than twice as many beverage consumers ordered soft drinks as coffee. About 25 percent ordered tea, 10 percent milk, 9 percent fruit juices and 1 percent ordered bottled waters. Alcoholic beverages were ordered by 22 percent of drinkers, with malt beverages contributing over one-half of these orders. (Note: These figures add up to more than 100 percent since one person could order more than a single beverage.)

Examination of the volume of beverage consumption also shows that soft drinks ranked first in 1986. Soft drinks claimed 34 percent of the volume, coffee captured 24 percent and tea and malt beverages tied for third place at 14 percent each. In terms of volume,

Beverage consumption at fast food restaurants, 1986

Tea was the growth leader at fast food restaurants between 1980 and 1986, but in 1986 it represented only 8 percent of the total volume share

	By individual	By volume
Soft drinks	74%	63%
Coffee	14	12
Tea	10	8
Milk	6	3
Fruit juices	5	2
Other nonalcoholic beverages	17	10
Alcoholic beverages	2	2

Source: National Restaurant Association, NFO Share of Intake Panel

Beverage consumption at tableservice restaurants, 1986

In terms of volume, coffee is the beverage of choice at restaurants other than fast food; in terms of penetration, soft drinks take the lead.

	By individual	By volume
Nonalcoholic beverages		
Soft drinks	44%	22%
Coffee	37	37
Tea	29	23
Milk	9	3
Fruit juices	8	2
Bottled waters	1	*
Other	10	3
Alcoholic beverages		
Liquor	10	1
Malt	9	6
Wine	9	3

**Less than 1 percent*
Source: National Restaurant Association, NFO Share of Intake Panel

nonalcoholic beverages constituted 82 percent of the total away-from-home consumption in 1986 while alcoholic beverages claimed 18 percent.

Demographic differences

According to SIP data, men generally consume a greater volume of beverages than do women. In 1986, males consumed almost a 58 percent share of the total away-from-home beverage volume compared to 42 percent for females. However, this proportion varies when individual beverages are examined.

Males consumed almost a 60 percent share of the milk volume in 1986 but only 43 percent of the bottled water volume. Both men and women have almost a 50 percent share each for wine consumption. Males dominated beer consumption, with a 78 percent share.

Consumption by restaurant type

In 1986, fast food restaurants claimed more than 31 percent of the volume for away-from-home beverage consumption. Tableservice restaurants grabbed a 52 percent share while bars and clubs garnered 17 percent.

□ **Fast food.** Seventy-four percent of consumers who ordered beverages at fast food restaurants in 1986 ordered soft drinks. Coffee placed second in orders at 14 percent. Examining consumption by volume, shows that soft drinks dominated beverage choices with a 63 percent share followed by coffee with a 12 percent share.

SIP information indicates that compared to 1980, fewer consumers are ordering coffee at fast food restaurants. They are opting for soft drinks and tea instead. Tea was the growth leader at fast food restaurants between 1980 and 1986, but in 1986 it still represented a modest 8 percent share of total volume.

□ **Tableservice restaurants.** As with fast food restaurants, soft drinks dominated beverage orders at tableservice restaurants in terms of penetration (44 percent). Coffee and tea, however, gained in prominance at these establishments (37 percent and 29 percent, respectively). In addition, alcoholic beverages garnered 28 percent of orders.

When beverage consumption at restaurants other than fast food is examined in terms of volume of consumption, coffee advances ahead of both tea and soft drinks—37 percent versus 23 and 22 percent, respectively.

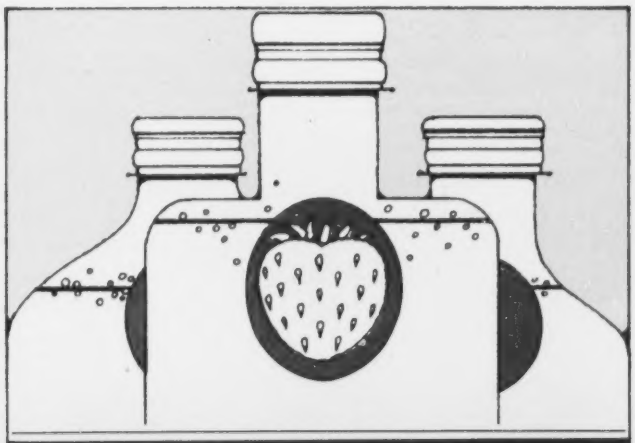
Men account for more than 50 percent of the volume consumed in eight out of ten beverage categories. Men consumed more than 80 percent of the volume of beer or malt beverages, 63

Index of alcoholic beverage consumption at tableservice restaurants, by volume

The volume of total alcoholic beverage consumption bottomed out in 1984

	1980	1982	1984	1986
Total consumption	100	88	80	85
Liquor	100	82	84	78
Wine	100	94	96	93
Beer	100	87	73	83

Source: National Restaurant Association, NFO Share of Intake Panel



Volume of tableservice restaurant beverage consumption, 1986

In 1986, bottled waters were the beverage of choice for females; malted drinks topped the list for males

	Percent share of beverages ordered	
	Male	Female
Nonalcoholic beverages		
Fruit juices	63.4%	36.6%
Milk	62.2	37.8
Coffee	58.0	42.0
Tea	56.8	43.2
Soft drinks	48.8	51.2
Bottled waters	26.2	73.8
Alcoholic beverages		
Malt	80.4	19.6
Liquor	60.9	39.1
Wine	54.9	45.1

Source: National Restaurant Association, NFO Share of Intake Panel

percent of the fruit juice, 62 percent of the milk and 61 percent of the liquor. Females lead in the volume of bottled water consumption with a 74 percent share.

Bottled waters show the most spectacular growth among all tableservice restaurant beverages. Since 1980, the number of restaurant patrons ordering the beverage has grown more than four times, and the volume of consumption jumped almost fivefold. Despite this dramatic growth spurt, the total volume of bottled waters consumed away from home in 1986 still represented less than a one percent share of total away-from-home consumption.

While tea has always been a well-established beverage at restaurants, this drink is gaining new popularity and growth. From 1980 to 1986, the number of individuals ordering tea at tableservice restaurants advanced by 8 percent while total volume jumped 33 percent. In part, this change is due to the increased consumption of tea by males. During this period, males increased the volume of their tea consumption by more than 50 percent at these establishments, but they cut back on their coffee and milk orders.

Females are also ordering more tea and bottled waters but less liquor.

What's happening to alcohol?

An examination of alcoholic beverage consumption at restaurants other than fast food between 1980 and 1986 shows an overall decline in volume consumed. If consumption in 1980 is used as the base year and set equal to 100, the volume of alcoholic beverage consumption by 1984 dropped approximately 20 percent. But, when 1984 is compared to 1986,

What is SIP?

The purpose of National Family Opinion's Share of Intake Panel (SIP) is to monitor the consumption of all beverages both at home and away from home. Every week, approximately 200 households are selected from National Family Opinion's panel base of 350,000. These households, which are balanced to match the latest Bureau of the Census information, are mailed a diary to record information on the entire household's beverage consumption over a two-week period.

Applicable data collected through the use of the SIP diary includes sex, age and income of the beverage consumer; where consumption occurred; type of beverage consumed; and, most importantly, total volume in ounces of the beverage consumed.

Panelists are instructed how to accurately measure the volume of their beverage consumption, especially when away from home.

Two components affect total consumption of a beverage:(1) the number of individuals drinking the beverage and (2) the volume which is drunk. The total volume of a beverage consumed is directly related to the number of individuals drinking the beverage (penetration) and the volume consumed by each drinker (ounces per drinker). For example:

Volume	=	Number of drinkers	×	Volume per drinker
Beverage X 100 ounces	=	20	×	5
Beverage Y 100 ounces	=	5	×	20

This example demonstrates that beverage X and beverage Y have identical volume consumption but vastly different consumption characteristics.

As a result, it is possible to obtain an accurate measure of who is drinking which beverages and how much. Comparing SIP information from year to year permits insights into the changing beverage preferences of away-from-home consumers.

Where customers are drinking

	1986 Gallons consumed (000)	Percent of total
Tableservice restaurants	1,007,480	52%
Fast food restaurants	608,432	31
Bars and clubs	328,712	17
Total	1,944,624	100%

In 1986, consumers drank more than 1.9 billion gallons of beverages away from home. Where did this consumption occur? Over half was consumed at table-service restaurants while fast food restaurants snared another 30 percent. Bars and clubs claimed the remainder.

Since 1980, the gallons of beverages consumed away from home has risen by 1.5 percent. Restaurants and bars and clubs advanced 3 percent during this time frame while the gallons consumed in fast food restaurants declined by more than 1.5 percent.

In 1986 the most popular away-from-home beverages were soft drinks (661 million gallons), coffee (462 million gallons), tea (279 million gallons) and beer (280 million gallons).

Market strong for mocktails, wine sales

This article summarizes some of the findings of the 1987 beverage study, Beverage Preferences: A Consumer Attitude Survey, *conducted by the National Restaurant Association. The study, a national telephone survey of 1,200 individuals, identifies consumer attitudes and behavior concerning beverage consumption in restaurants.*

Although recent data on beverage consumption indicates that alcohol consumption away from home has bottomed out and is beginning to rise (see the article on restaurant beverage trends in this issue), consumer concerns about drunk driving are unlikely to diminish. In fact, among the restaurant goers polled in *Beverage Preferences: A Consumer Attitude Survey,* 34 percent order alcoholic beverages less often now than in the past. Only 8 percent order them more often. Concern about drunk driving is cited by 17 percent of these less frequent drinkers as the reason why they now consume less alcohol at restaurants. But the primary reason, mentioned by 38 percent, is that they no longer enjoy alcoholic beverages. Twenty percent of consumers who are drinking less indicate health reasons as the cause, and 12 percent note the high cost of drinks. Only 5 percent of these restaurant patrons mention calories or weight control as the motivating force behind their decreased consumption of alcohol.

Almost 40 percent of consumers never drink alcoholic beverages at restaurants or eating places. As with those who are drinking less, the majority of these nondrinkers simply do not enjoy alcoholic beverages. An additional 22 percent have just never ordered alcoholic drinks at restaurants. Eighteen percent cite health reasons for not drinking, and the percentage is higher for those consumers 45 and older. Religious beliefs prevent 12 percent of restaurant customers from consuming alcoholic beverages away from home. Concern about drunk driving influences only 4 percent.

According to the association study, restaurateurs may be able to recoop some of the drop in alcoholic beverage sales. Study results indicate that there is a market for nonalcoholic cocktails (also known as mocktails) and opportunities for increased wine sales.

According to the study, nonalcoholic cocktails are the most preferred variety of traditional alcoholic beverage served without alcohol. Twenty-two percent of the respondents are very or somewhat likely to order such a drink at a restaurant, compared to 17 percent willing to try nonalcoholic wine and 13 percent willing to order nonalcoholic beer.

The major market for nonalcoholic cocktails appears to be among 18 to 24-year-olds. Thirty-six percent of these restaurant patrons are likely to order a mocktail compared to only 15 percent of those 45 years old and older.

This pattern parallels that found among consumers of

consumption edged up 5 percent, indicating that the decline in alcohol consumption at restaurants has probably bottomed out.

Liquor, wine and beer exhibited different consumption patterns in the six-year time period. All three beverage categories posted volume declines. Beer experienced a 27 percent loss, but regained 10 percent between 1984 and 1986. Wine experienced a modest 6 percent decline between 1980 and 1982 but has maintained its volume at approximately 1982's level; this has been aided by the increasing popularity of wine coolers. Liquor posted the largest percent decrease in volume among the three beverage categories—down 22 percent since 1980. Fewer men over age 35 and fewer women of all ages are ordering liquor in restaurants.

In sum

Between 1980 and 1986 there have been major changes in away-from-home beverage consumption. Fast food restaurant orders for tea and soft drinks have increased while coffee orders have dropped. At tableservice restaurants, orders and volume for tea and bottled waters climbed while liquor and milk declined. The volume of beer, wine and liquor consumed at tableservice restaurants posted a loss over the 1980 to 1986 period, but the decline of alcoholic beverage consumption at restaurants appears to have bottomed out in 1984.

—Hudson Riehle

alcoholic beverages in restaurants. Sixty-two and 72 percent of age groups 18-to-24 and 25-to-44, respectively, are likely to order alcoholic beverages. In contrast, less than 50 percent of the 45 and older crowd would ever order an alcoholic drink, suggesting that the market for nonalcoholic beverages is the same as the one for alcoholic beverages.

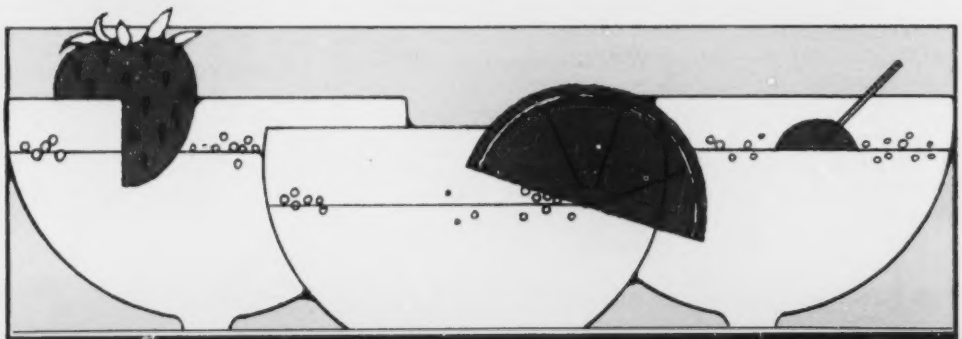
The likelihood of ordering nonalcoholic cocktails also varies according to sex; females are likely to order mocktails almost twice as often. These differences by gender are less pronounced for nonalcoholic wine and nearly nonexistent for nonalcoholic beer. Nonetheless, the 15 percent of males who would order a mocktail constitutes a significant number.

Marketing nonalcoholic cocktails

The relatively high percentage of young consumers likely to order nonalcoholic beverages offers an excellent marketing opportunity for restaurateurs. Focus group discussions indicated that the desire for suitable beverage alternatives by people who do not consume alcohol or do not want to do so on a particular occasion is not being met. In addition, younger focus group participants said they prefer nonalcoholic drinks that do not draw attention. Such practices as adding straws to nonalcoholic drinks or using different sized glasses for alcoholic and nonalcoholic drinks tend to make the nonalcohol drinker feel uncomfortable. A better practice would be to make those drinks indistinguishable, except for the alcohol content. This type of packaging may also improve male acceptance of mocktails.

In a related issue, 83 percent of all those surveyed and almost 90 percent of the 18 to 24-year-olds agreed that nonalcoholic cocktails should be priced lower than those with alcohol. Discussion group participants expressed displeasure at paying for mocktails at prices equal to those charged for alcoholic drinks.

There is also room for improvement in the amount of information restaurants or bars give their customers on the availability of non-



Likelihood of ordering traditionally alcoholic drinks without alcohol

Mocktails are the beverage of choice for patrons looking for nonalcoholic alternatives to traditional alcoholic drinks

Percent who would be "very" or "somewhat likely" to order:	Total (1200)*	Sex		Age		
		Male (578)*	Female (622)*	18–24 (190)*	25–44 (569)*	45+ (434)*
Nonalcoholic cocktails	22%	15%	28%	36%	22%	15%
Nonalcoholic wine	17	12	20	23	17	12
Nonalcoholic beer	13	12	14	23	13	9

*The number of survey respondents

Source: National Restaurant Association, *Beverage Preferences: A Consumer Attitude Survey*, 1987

Likelihood of ordering various types of wine in a restaurant*

Women are more likely than men to order wine in a restaurant

Percent who would be "very" or "somewhat likely" to order:	Total (737)**	Sex		Age		
		Male (387)**	Female (350)**	18–24 (118)**	25–44 (407)**	45+ (210)**
White wine	66%	61%	71%	69%	68%	61%
Red wine	51	48	54%	49	52	50
Rose wine	47	42	52%	53	47	43
Champagne	40	37	42%	61	38	31
Wine coolers	38	32	45%	65	38	22
Wine by the glass	66	58	74	69	66	64
Wine by the carafe	50	50	51	52	54	41
Wine by the bottle	45	46	45	52	49	34
Percent who would never order any type of wine	12	15	10	7	12	17

*Among those who drink alcoholic drinks away from home

**The number of survey respondents

Source: National Restaurant Association, *Beverage Preferences: A Consumer Attitude Survey*, 1987

alcoholic beverages. The study indicates that consumers are often self-conscious about asking for nonalcoholic beverages. Restaurateurs could help by offering specific nonalcoholic beverages on the menu or by asking servers to mention that nonalcoholic versions of cocktails are available upon request. Promotions could also facilitate acceptance.

Consumers open to suggestive selling of wine

The beverage study points to opportunities for increased wine sales. Almost 60 percent of those who drink wine away from home say that the decision to order wine with a meal is a spontaneous one. And less than 50 percent believe that they are well informed about wines. In fact, 76 percent of those who drink wine away from home said they like it when a server suggests a wine. A solid training program incorporating lessons on wine sales could allow an operation to capture some of this untapped potential.

An added bonus to restaurateurs is that more than 50 percent of restaurant wine drinkers perceive wines as being fairly priced at restaurants, a higher percentage than for mixed drinks. And 62 percent say they are usually satisfied with the establishment's house wine.

Wine by the glass favored

The majority of consumers are attracted to wines by the glass. Sixty-six percent of those surveyed who drink alcoholic beverages at restaurants are likely to order wine by the glass, compared to 50 percent willing to order wine by the carafe and 45 percent by the bottle.

The demand for wine by the glass can open up opportunities to sell different types

Market grows for tea and decaffeinated coffee

Other findings from the association's beverage study concern consumer attitudes toward tea and coffee. Slightly more than 50 percent of consumers surveyed say they are likely to order regular brewed coffee in restaurants. Not surprisingly, the incidence of ordering increases sharply with age: 35 percent of those 18 to 24 years old are likely to order coffee compared to 62 percent of those 45 and older. The percent of consumers who would never order coffee decreases considerably with age, from 45 percent for 18 to 24-year-olds to 16 percent for those 45 years old and older.

Decaffeinated coffee has become expected norm

One of the more interesting results of the study is the degree to which decaffeinated coffee has penetrated the marketplace. More than 30 percent of restaurant goers are likely to order decaffeinated coffee, with females more likely than males to do so. Nearly 90 percent of restaurant coffee drinkers believe restaurants should offer a decaffeinated alternative to the regular variety, and 76 percent believe it should be brewed decaffeinated, not instant.

As one focus discussion group member noted, if convenience stores can offer brewed decaffeinated coffee so, too, can restaurants. In the minds of most coffee drinkers, putting brewed decaffeinated coffee on the menu is now a norm with which restaurants should comply.

Young restaurant patrons like tea

A look at consumer attitudes concerning tea yields some surprising results. In contrast to coffee, younger consumers are the most likely to order both iced and hot tea. While 28 percent of consumers 45 and older would never order tea at

a restaurant, only 19 percent of 18 to 24-year-olds feel the same way.

Younger customers are also more demanding in how they want tea served. Nearly 90 percent of 18 to 24-year-olds who drink tea away from home think a restaurant should provide a fresh teabag upon refill, compared to 72 percent of those 45 years old and older. Eighty percent of 18 to 24-year-olds would like restaurants to offer a selection of different teas. Only 64 percent of the older patrons feel the same way. Still, significant shares of all age groups agree with these notions, suggesting that, from the customer's point of view, tea service should consist of more than just a cup of hot water and a teabag.

Consumers in all age groups are more likely to order iced tea than hot tea, by a margin of 64 percent to 41 percent. Little interest is expressed for caffeine-free varieties among older patrons who might have medical reasons to do so. In fact, a higher share of 18 to 24-year-olds would order caffeine-free iced and hot tea than would those 45 and older. This stands in stark contrast to the desires of older coffee drinkers.

The popularity of tea with younger restaurant goers offers marketing opportunities for foodservice operators. Since coffee is not particularly popular with younger consumers, tea could be promoted in its place as an ending to a meal. A variety of teas may encourage orders, as can suggestive selling by servers. Restaurants offering afternoon teas may want to target younger consumers in their marketing and promotional efforts. Tea is a natural for the fitness-conscious set. Low in calories and containing no sugar, iced tea could be marketed as an effective alternative to sparkling water and diet sodas.

Attitudes about wine and wine service

Younger patrons are likely to appreciate servers' wine recommendations

Percent who "agree strongly" or "somewhat" that:	Total (646)**	Sex: Male (331)**	Sex: Female (315)**	Age: 18–24 (110)**	Age: 25–44 (360)**	Age: 45+ (174)**
They like it when the server suggests a wine	76%	73%	79%	85%	77%	68%
They are comfortable ordering from a wine list	67	66	69	69	69	63
They are usually satisfied with the restaurant's house wine	62	56	68	65	59	64
The decision to order wine with a meal is a spontaneous one	58	55	62	61	56	62
Wine is usually fairly priced at restaurants	55	50	60	59	51	60
They are well informed about wines	46	47	46	47	48	43
Servers usually don't know about the restaurant's wine	38	39	37	40	35	41

*Among those who drink wine away from home
**The number of survey respondents
Source: National Restuarant Association, *Beverage Preferences: A Consumer Attitude Survey*, 1987

Likelihood of ordering various types of tea and coffee in a restaurant

Tea and decaffeinated coffee are gaining in popularity, especially among consumers under 45 years of age

Percent who would be "very" or "somewhat likely" to order:	Total (1200)*	Sex: Male (578)*	Sex: Female (622)*	Age: 18–24 (190)*	Age: 25–44 (569)*	Age: 45+ (434)*
Regular iced tea	64%	64%	64%	67%	67%	58%
Regular hot tea	41%	35%	46%	44%	42%	38%
Regular brewed coffee	53%	57%	50%	35%	53%	62%
Caffeine-free brewed coffee	31%	25%	36%	19%	28%	38%
Regular instant coffee	19%	20%	18%	18%	16%	22%

*The number of survey respondents
Source: National Restaurant Association, *Beverage Preferences: A Consumer Attitude Survey*, 1987

To order the beverage study

Beverage Preferences: A Consumer Attitude Survey examines consumer attitudes toward away-from-home beverage consumption and investigates the likelihood of ordering more than 40 specific beverages at restaurants. Beverage categories covered include coffee, tea, soft drinks, juices, beer, wine and cocktails. In addition, consumer attitudes toward a variety of related restaurant beverage issues, such as price, service and caffeine and calorie avoidance, are reviewed.

Tables include breakouts by sex, age and income as well as other factors. A focus group report that explores consumer interests and attitudes regarding restaurant beverages is also included.

To receive a copy of this report, send check or money order for $25 ($50 for nonmembers) to the National Restaurant Association, 311 First St., N.W., Washington, DC 20001.

When ordering, please be sure to include payment plus a 10 percent shipping and handling fee and any applicable tax. Washington, DC, residents must add a 6 percent sales tax. Illinois residents must add 7 percent and Chicago, Illinois, residents must add an additional 1 percent, making their total tax 8 percent. No purchase orders, please.

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of wine with different courses (appetizers, entrees and desserts). A variety of by-the-glass offerings could encourage both spontaneous decisions to order wine and increase repeat visits. Some restaurants offer tastes of wine, served in quantities less than in regular glasses, to encourage customers to try something different.

Younger patrons more likely to order wine

Wine by the carafe or bottle is more likely to be ordered by customers under 45 than by those 45 and older. The willingness of younger restaurant patrons to order carafes and bottles of wine suggests that this is a good market for wine, especially considering that those less than 45 years old are more open to server suggestions. Only about 10 percent of those under 45 would never order any kind of wine in a restaurant compared to 17 percent of those 45 and older. Restaurants catering to this younger market could increase wine sales and profits as a result.

White wine most popular at restaurants

White wines are most popular with restaurant patrons. Two-thirds of those who drink away from home are very or somewhat likely to order white wine, followed by red wine, rose wine, champagne and wine coolers. Champagne and wine coolers appear to be the younger customer's beverages of choice—those 18 to 24 are almost as likely to order champagne and wine coolers as they are white wine. Females are more likely than males to order each of these types of wine, suggesting that wine promotions aimed at the male market could boost wine sales.

—Laurence Greenberg

1 NEW ENGLAND

Location: North Woodstock, NH
Association member: Bruce Alexander
Operation: Truants Taverne
Profile: Fullservice American
In business: 10 years
Seats: 125
Meals served: Lunch, dinner

Skiing in the winter and mountain hiking in the summer draw tourists to North Woodstock in northern New Hampshire. Thus winter and summer are the two big seasons for restaurateurs in the area, explains **Bruce Alexander,** owner of Truants Taverne. "Last winter's season was definitely better than usual," Alexander says. And he predicts the summer season will be at least as good as last year, probably better.

The reason for the increased business, Alexander explains, is that "the whole area is exploding in growth—second homes, condos. . . . more people are choosing the area for their vacations."

Truants Taverne, a casual restaurant, reflects the school days implied by its name. School house memorabilia decorate its walls, the bar is made of school desks and school chairs have been turned into bar stools.

Alexander says the menu has "something for everyone" from open faced sandwiches to veal, beef, fish and poultry entrees. "Lately we've been featuring blackened swordfish and prime rib," he says. "They have been selling well; you could say they have become our specialty."

2 MID ATLANTIC

Location: Hollidaysburg, PA
Association members: Ronald L. Lynn and Cindy Butler
Operation: The Dream (Dave's Dream Family Restaurant)
Profile: Fullservice American
In business: 12 years
Seats: 200
Meals served: Breakfast, lunch, dinner

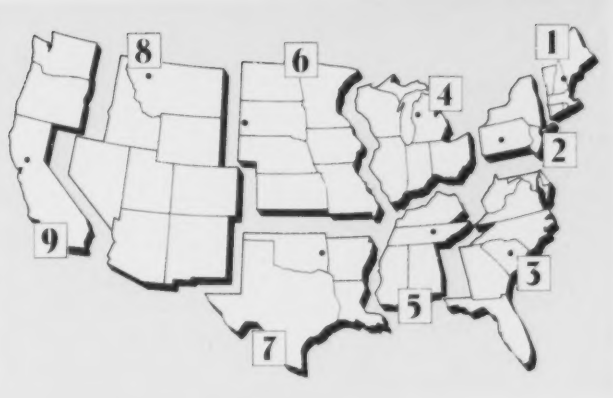
"We're up about 10 percent this year," says **Ronald Lynn,** owner of The Dream. Lynn credits the increase to menu selections added this year: a new light and healthy section with fresh broiled seafood (in contrast to the breaded items offered on the rest of the menu) and a senior citizens menu that features lower prices and slightly smaller portions. In addition to its new menus, The Dream offers Italian dinners and homemade bread, rolls and desserts.

When The Dream was built almost 50 years ago, it was called Dave's Dream, to celebrate the original owner's "dream come true." When the restaurant changed hands, so did the dream, and the new owners dropped the "Dave" part of the name.

3 SOUTH ATLANTIC

Location: Florence, SC
Association member: Benton Dargan
Operation: Benton's Restaurant and Cork & Cheese Board
Profile: Fullservice casual
In business: 4 years
Seats: 120
Meals served: Lunch, dinner

"Business is up some 10 or 15 percent," says **Benton Dargan,** owner of Benton's Restaurant and Cork & Cheese Board. "It comes from advertising. We didn't advertise for a while and business went down, now it's started back up again."



The Cork & Cheese Restaurant has been evolving. Originally, Benton's was a deli and wine shop with only a luncheon business, but about a year ago the owners decided to add another room to expand service capacity. In contrast to the deli's wooden tables and market look, the new room has a courtyard feel.

When the new side opened, the restaurant started serving both lunch and dinner. The menu also expanded to include Cajun-styled entrees, which have become some of the restaurant's most popular items.

4 EAST NORTH CENTRAL

Location: Ludington, MI
Association member: Richard Scott and Virginia Scott
Operation: Scotty's
Profile: Fullservice American
In business: 10 years
Seats: 200
Meals served: Lunch, dinner, Sunday brunch

When warm weather and sun grace Michigan's west coast, tourist towns like Ludington welcome plenty of visitors, and area businesses boom. Scotty's, a casual fine dining restaurant only a half mile from Lake Michigan, has reaped the benefits of an especially warm summer. "We've noticed a nice increase," says owner **Richard Scott.**

Tourists and Scotty's regular year-round customers come to taste the restaurant's specialities: prime rib and perch. Other favorites include sirloin, shrimp brochette and stuffed flounder. Scotty's homemade soups are also popular. Every Friday is clam chowder night, and on other nights guests may be offered such choices as broccoli with cheese or chicken gumbo.

Alexander notes that the theme of Scotty's is slightly nautical, "But we don't go overboard with it," he says. A few boats and buoys hang on the walls, and there is a boat dry-docked outside the restaurant.

5 EAST SOUTH CENTRAL

Location: Madison, TN
Association member: Danny Love
Operation: Major Wallaby's Restaurant
Profile: Fullservice casual theme
In business: 7 years
Seats: 250
Meals served: Lunch, dinner

The economy is strong and business is good for Major Wallaby's, a safari-theme restaurant in Madison, Tennessee. Owner **Danny Love** can't explain why business is up 12 to 15 percent from last year—but he isn't complaining.

Love speaks enthusiasti-

cally about his restaurant with its large green plants, fabric coverings and a 3,500-gallon aquarium, filled with exotic fresh water fish from such places as the Amazon and Honduras.

The restaurant's fictional namesake, Major Wallaby, adds to the adventurous feeling. Customers can read about the worldwide travels of the "legendary bon vivant" on the menu.

Despite the exotic setting the menu selection is all-American. Guests have a choice of more than 10 salads, 15 to 20 appetizers, 12 sandwiches and dozens of seafood, chicken and steak entrees.

A specialty of the house is the *Banana Boat Dessert*: A banana rolled in flour tortilla, sprinkled in sugar and cinnamon, fried and topped with spicy rum and whipped cream.

6 WEST NORTH CENTRAL

Location: Keystone, SD
Association member: Sally Jo Jepsen
Operation: Miner's Ore House Restaurant
Profile: Fullservice family style
In business: 6 years
Seats: 82
Meals served: Breakfast, lunch, dinner

"We're doing super," says **Sally Jo Jepsen**, owner of the Miner's Ore House Restaurant located in the Black Hills of South Dakota. "This is the best year we've had of the six [in business]," she exclaims.

Although the restaurant, which has a miner's motif—complete with pick, shovel and gold pans on the walls, has been doing well almost every year, this summer it is getting an extra boost from nearby attractions. Jepsen explains that the rededication of one of the faces carved on Mount Rushmore is attracting people to the area, as is the on-location filming of ABC's soap opera "General Hospital."

Jepsen says her restaurant thrives when the city receives attention because Miner's Ore House is often recommended by the locals, who praise the restaurant's homemade food.

"Mom makes the potato salad, and we use my husband's recipe for the pie crust. Our sons and daughters work here—it's a family restaurant. That makes the difference," she says.

7 WEST SOUTH CENTRAL

Location: Roland, OK
Association member: Beverly Bonner
Operation: Old West Restaurant
Profile: Fullservice casual
In business: 17 years
Seats: 125
Meals served: Breakfast, lunch, dinner

When gas prices are low, business is good at the Old West Restaurant located on Route 64 on the eastern edge of Oklahoma. Truckers and vacationers traveling across the Southwest are mainstay customers says owner **Beverly Bonner**.

Bonner says her restaurant is decorated like the old West—"with old pictures and real antiques." The real charm of her restaurant, she believes, is "its friendliness and good food."

Old West Restaurant, open 24 hours, serves breakfast anytime. There is also a big variety of non-breakfast dishes, including Mexican and fish specials. "When you're on the highway you have to have something to please almost everyone," she explains.

Bonner's guests apparently like the variety and the quality of the food. Quite a few truckers make her restaurant a regular stop.

8 MOUNTAIN

Location: Kalispell, MT
Association member: David "Moose" Miller
Operation: Moose's Saloon
Profile: Self-serve saloon
In business: 30 years
Seats: 170
Meals served: Lunch, dinner, snacks

At Moose's Saloon almost anything goes. Guests may dance on the tables, play cribbage at the booths, carve their initials in the redwood benches and generally have a good old boisterous time, as long as they follow three rules laid down by owner **David "Moose" Miller:** "no bumming drinks, no fighting and no dope on the premises." Beyond that, "Do whatever you want as long as you don't offend anyone else," Miller says.

The fun times at Moose's Saloon are reputed far and wide—and that's good for business, says Miller.

Miller says you can expect to meet all types at the saloon. "You'll see everybody from U.S. senators to the worst freaks in town."

Although 40 percent of his sales are food, Miller is proud of the 28 kegs he rotates continuously. Miller serves seven kinds of beer, one wine and one wine cooler from his drafts.

At night the main attraction is the crowd, the beer and the entertaining employees—some of whom can juggle or perform other interesting stunts. At lunch, the crowd comes for the serve-yourself (on an honor system) soup and salad bar.

The saloon, whose business is now as good as its best year, seven years ago, went through some slower times when the Canadian dollar fell abruptly. Located 70 miles south of Canada, many of Moose's most loyal customers were Canadian and they started having second thoughts about crossing the border. Apparently they've found their way back.

9 PACIFIC

Location: Rio Vista, CA
Association member: James R. Baumann and J.H. Baumann
Operation: The Point Restaurant
Profile: Upscale casual
In business: 23 years
Meals served: lunch, dinner

The local economy, dependent on gas fields and farming, is way down this year, and that means business is not as good as usual for The Point Restaurant. "[The town] is going through a rough time now so local business is down, but tourist business is about the same," says owner **Jack Baumann**. "Overall, I'm down about 10 percent this year," he says.

Tourists and locals come to The Point to see the view of Sacramento River right outside his restaurant. "We don't decorate heavily inside—the outside (view) is the big draw," he says. "Every now and then a steamer even passes by."

The Point's proximity to water means seafood is an obvious choice for a specialty. Two of the most popular dishes are fresh salmon—which can only be caught six months per year, and sole. For landlubbers there is also veal and chicken. There is also grasshopper pie and chocolate torte "for chocoholics."

—Linda Durling

Barnyard chic in Beverly Hills

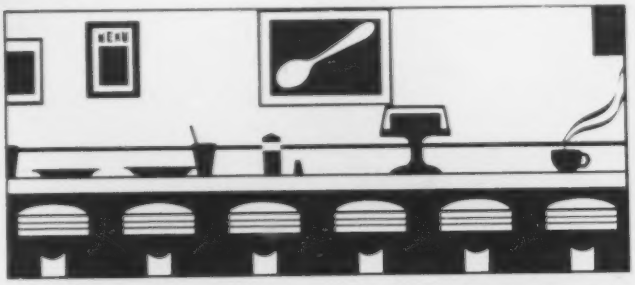
When customers come to Prego, an Italian restaurant in Beverly Hills, California, this October 4, they will find 30 bales of hay, cornstalks, pumpkins, wooden wine barrels and life-size replicas of barnyard animals in the parking lot. The 2,000-square-foot space will be turned into an Italian farmyard for the restaurant's fourth annual "Sagra del Vino," a traditional Italian grape harvest celebration modeled after similar wine harvest festivals in small towns throughout Italy.

Prego's festival will differ from tradition in one major way, however. Proceeds will go to UCLA Medical Center's Child Development Program. Tickets at $40 (children under 10 free) will entitle guests to a bounteous selection of Northern Italian foods, wines, music and dancing.

—Grody/Tellem Communications, Inc.

Saving a greasy spoon

A New Jersey greasy spoon is about to slide into the Smithsonian Institution in Washington, DC, for its final resting place.



The stainless steel diner—known alternately as "The Melrose" and "Irene's"—will be the centerpiece of an exhibit at the Smithsonian's National Museum of American History called "A Material World."

A large cross-section of the diner—with a wall removed so museum visitors can readily see the red vinyl seats and Formica countertops—will be on view next spring.

Built in 1940, the 15-ton diner is a classic example of the so-called Golden Age of Diners. It is 60 feet long and 16 feet wide. It has 25 stools, eight booths, ceramic tile floors and walls, and an exterior of cream-and-orange enamel bands and stainless steel.

The diner was boarded up when chanced upon by a Smithsonian employee. Its owner had purchased the diner to develop the land, and he gladly donated it to the Smithsonian for a tax deduction. *—New York Times*

Why people fail

Poor interpersonal skills is the single biggest reason for career failure, say Linda Gottlieb and Carole Hyatt, authors of *When Smart People Fail.* Other reasons include:

- ☐ wrong fit—the mismatch of a person's personality, abilities, style and values with that of the surroundings
- ☐ fear of failure which translates into lack of commitment
- ☐ bad luck—those uncontrollable events that can do in the best and the brightest
- ☐ fear of success which leads to self-destructive behavior
- ☐ scattered focus—trying to do too much and thereby not doing anything well
- ☐ sex, age and race discrimination
- ☐ poor management, including over and underdelegation and
- ☐ hanging on too long when it is time to move on.

—Washington Post

2,000 Whoppers® to go

It was a big order. And it was to go. Two thousand Whoppers for the President of the United States. The occasion: a party in honor of West Berlin's 750th birthday.

The official order was to throw a "typical American birthday party," and the hamburgers from Burger King were the main entree for the picnic-style luncheon.

The U.S. military community in West Berlin furnished the other American edibles—barbecue beef, hot dogs, fried chicken, chili, potato salad, cole slaw, baked beans, birthday cake and ice cream.

West German Chancellor Helmut Kohl, U.S. Ambassador to West Germany Richard R. Burt and White House Chief of Staff Howard Baker were among the dignitaries at the gala event in June, held at the U.S. military-controlled Tempelhof Airport.

—Burger King

When finger licking is proper

Most diners know not to eat their neighbor's salad, not to talk with food in their mouths and not to pick their teeth in public. After that the rules of etiquette get a little fuzzy.

Diners who are not sure whether they can eat asparagus with their fingers or if it is proper to drink the liquid inside an oyster half shell can polish their table manners with the help of The Executive Etiquette Company located in Canton, Massachusetts.

For $1,350, etiquette experts, Linda and Wayne Phillips, will teach a three-hour group "refresher course in the fine points of civility."

The need for this training is a recent phenomenon, explains Wayne Phillips. A generation ago people would have learned proper manners at their parent's dinner table. "This is a new generation—they grew up eating at McDonald's and Burger King. They're very bright, but they can get very uncomfortable if all of a sudden the boss asks them to take a client out to lunch," says Phillips.

—INC.

Do you know how S.837, S.1265 and H.R. 925 would affect your business?

Congress is considering three of the most anti-business bills in recent history. What are you going to do about it? Attend the National Restaurant Association Public Affairs Conference September 14–16, 1987.

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A bill to increase the minimum wage to $4.65 an hour (S. 837); a measure requiring that employers provide health insurance to all employees (S. 1265); a plan mandating a national policy of job-protected parental and medical leave (H.R. 925)—these are just a few of the proposals now before Congress that could dramatically change the way you do business. Without your participation in the political process, these measures could easily become a reality. That's why it's so important for you to make plans now for the National Restaurant Association's Third Annual Public Affairs Conference, September 14–16, at the JW Marriott Hotel in Washington, DC.

Too often restaurateurs feel that what occurs in Washington is beyond their control. Our conference will show you that when restaurateurs get involved in the political process, they can make a difference.

Please mark your calendar now for *Washington: It's Time for Action.* These days government is too much a part of our lives to be left to the politicians and bureaucrats. We owe it to ourselves and our industry to make our voices heard in Washington.

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